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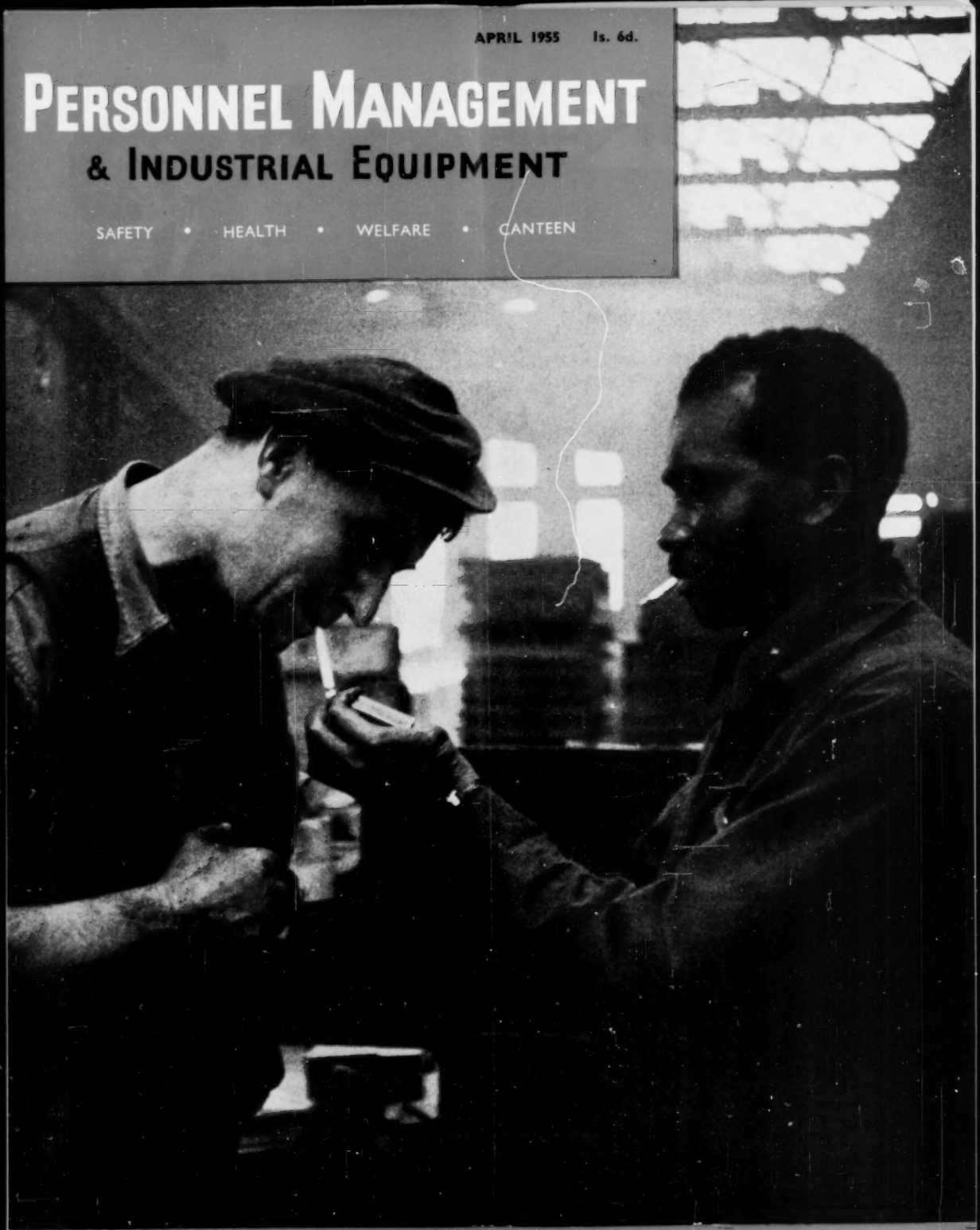

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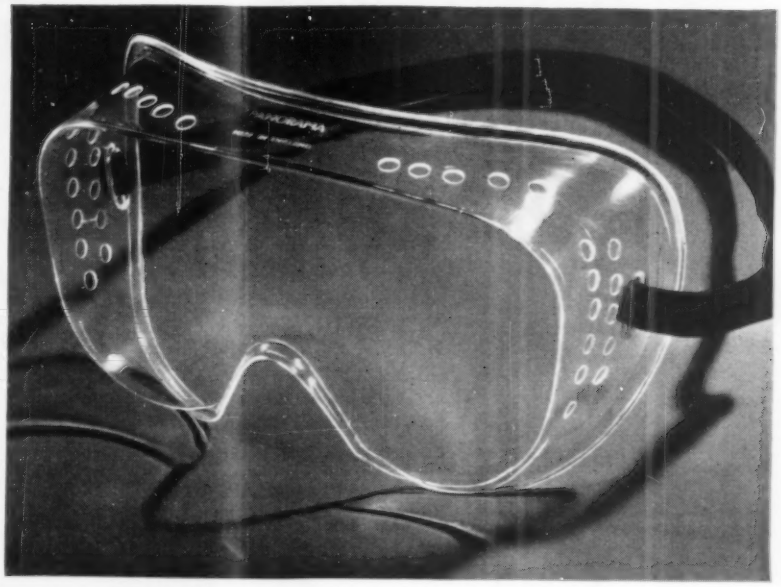

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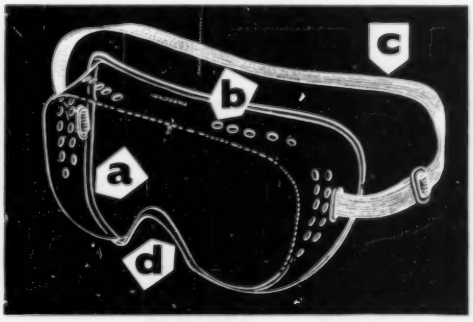

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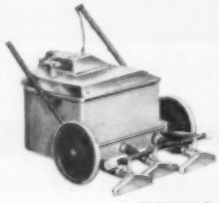

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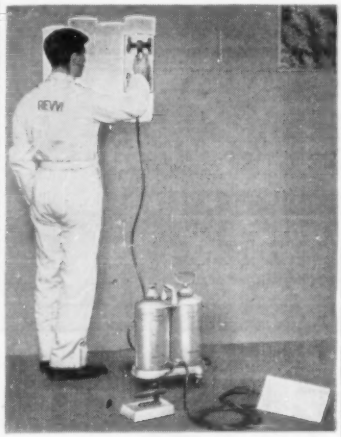

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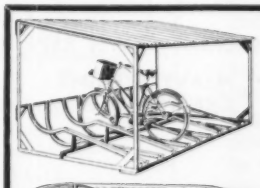

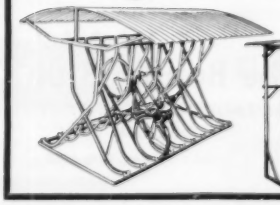

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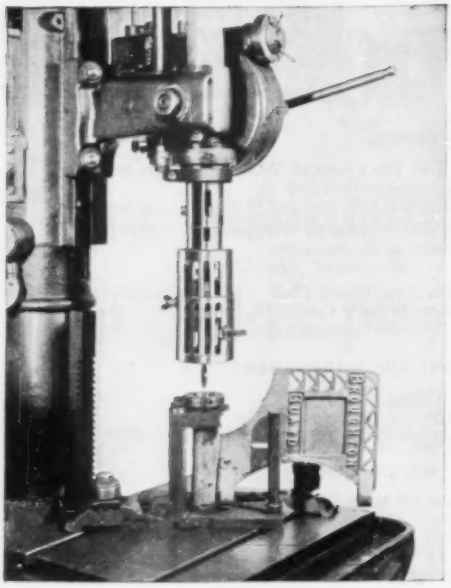

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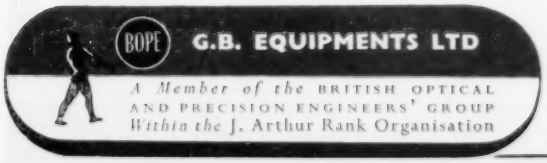
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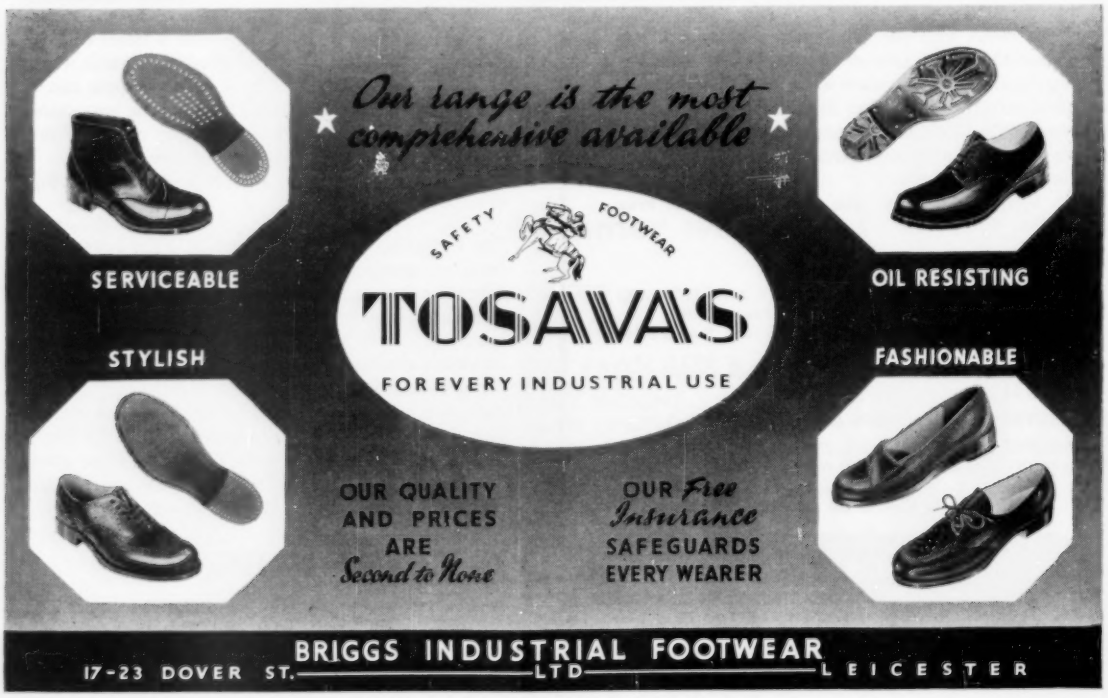

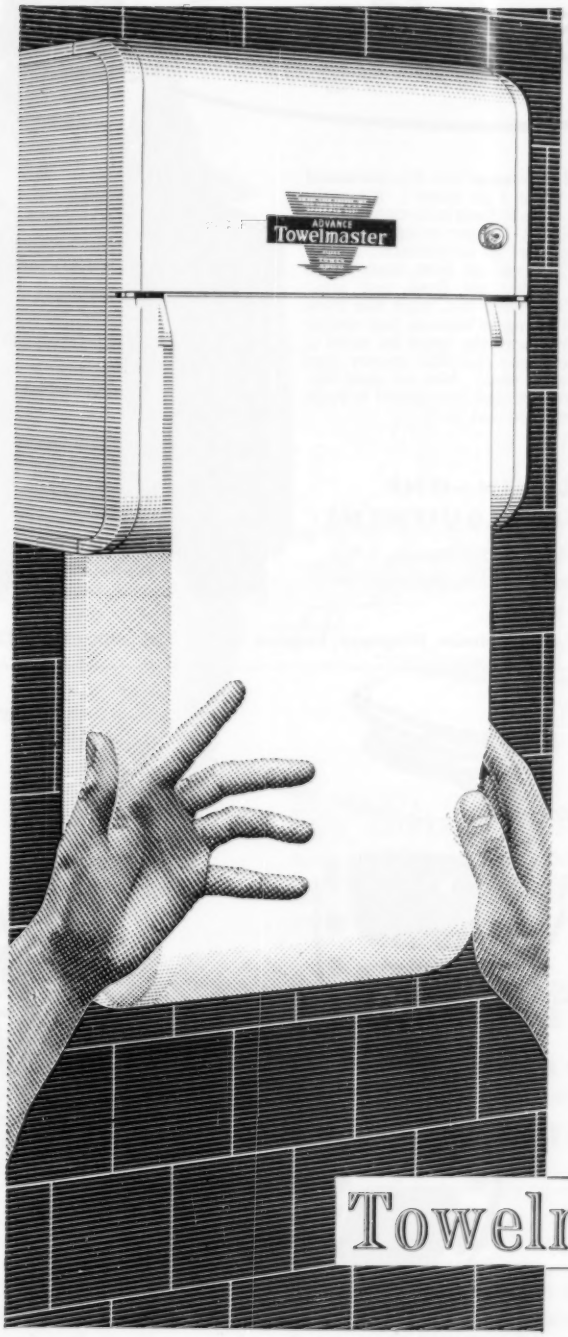

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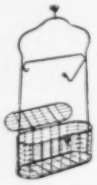

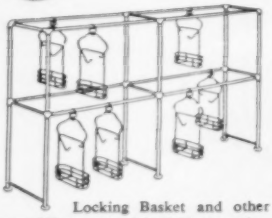

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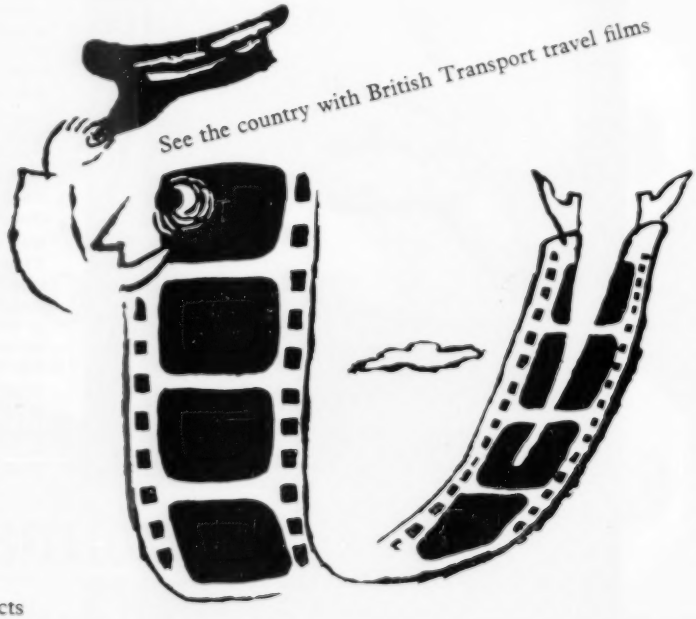

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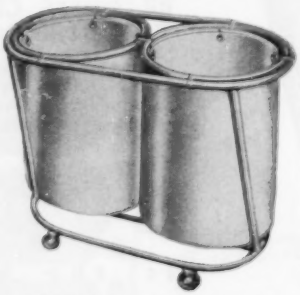

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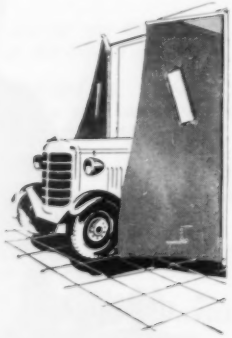

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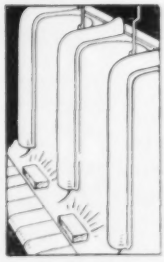

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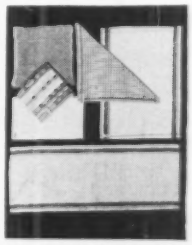

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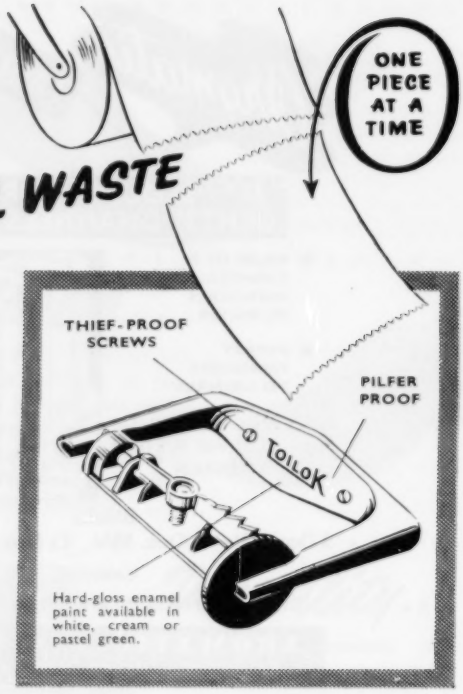
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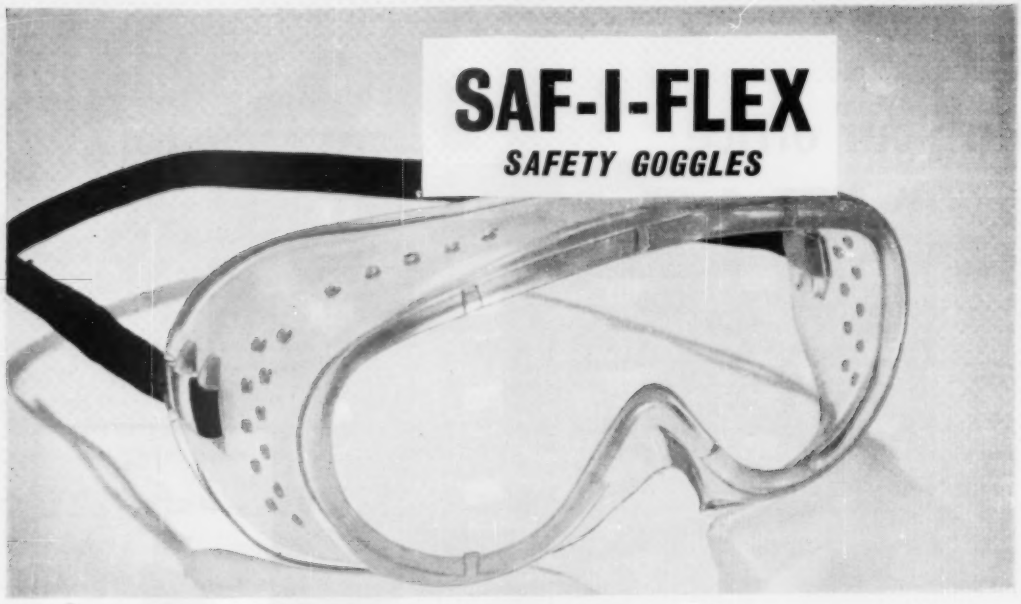

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COVER PICTURE STORY

Personnel Management and Industrial Equipment **here deals with one of today's most controversial topics. How many coloured workers are there in Britain? Where do they go and what kind of jobs do they take? How can personnel managers best fit them into factory life? Is there in fact a colour bar in British industry? These are some of the points covered in this special survey. One of the main findings is that any colour problem is basically a social one. Good management can prevent it erupting on the shop floor. One thing is certain: in its present buoyant state, British industry needs all the labour it can get.**

How Management Can Use The Coloured Worker

By ROBERT McKINNON

EVERY year, in ever-increasing numbers, coloured people from all parts of the Commonwealth, are flocking to Britain in search of work. The vast majority of them are males, and they come here, not so much because they cannot get a job in their own lands, but because they know that in Britain today there is plenty of work to be had at wages which back home would be a pipe-dream. As British citizens, they are perfectly free to come if they wish, and doubtless there would be many more to swell the present rate of immigration but for the difficulty in raising the fare.

Coloured immigrants come to Britain from three main areas of the Commonwealth. Far and away the most prolific source is the West Indies, and Jamaica in particular; then come West Africa and Pakistan. However, exact figures of the numbers placed in employment over here are not available for the Ministry of Labour employment bureaux "officially" take no account of colour, race or creed. On the other hand, figures supplied by the Colonial Office pinpoint the sharp increase in the rate of immigration. During the past three years the numbers of West Indians settling in the United Kingdom were as follows:—

1952	2,200
1953	2,300
1954	9,200

Early figures for the current year indicate that the influx is growing.

The willingness of these immigrants to work is reflected in the fact that nearly all of them make for the industrial areas of Britain as soon as they land. They head for London, the Midlands and Lancashire, but

here again exact figures of the numbers in these areas are not available. Estimates, however, put the number of West Indians in the London area at 14,000, some 3,000 are thought to have made their homes in the Birmingham area, the estimate for Coventry varies between 500 and 1,000, and for Manchester between 4,000 and 5,000. There are also of course the coloured populations of Cardiff and Liverpool, but these are of longer standing, and are traditionally associated with the town's activities as ports.

The Jobs They Take

What type of jobs do these immigrants take? Such a question admits of many exceptions as often to invalidate any generalisation. Examples can be cited of one or two West Indians and Pakistanis doing skilled jobs with a competence equal to that of their British workmates. Even so, it can be quite definitely stated that the majority of them are placed in jobs of an unskilled or nearly semi-skilled nature. Many of them find work as building or foundry labourers, as hotpress operators or in mechanical handling jobs, in public transport services as conductors or on the railways as porters or on repair gang work. The women take to the dressmaking industry, light assembly work, casing and other repetitive tasks.

It should be emphasised at this point that the reasons for these immigrants having to take such comparatively unskilled work has rarely anything to do with the colour of their skins. The point is that, whatever their claims or paper qualifications, their technical skill is generally much lower than that of the British worker in the same trade. In most firms they are given a fair chance of showing their paces and they are graded accordingly. And they usually accept the firm's assessment without fuss.

On the other hand there can be no doubt that, in the present buoyant state of British industry, the labour of these men and women is vital to the fulfilling of orders. Whatever the differences of opinion among the personnel managers and other executives whom I interviewed, they were all absolutely agreed on this point. Reports from other factories confirm this. For example, the personnel manager of one large car factory is reported to have said recently: "Frankly, we should be completely lost without our coloured workers. Our foundry just would not keep going."

So much for the general background to the coloured worker in Britain. In the forefront is the topic which of late has been the subject of much bitterness and prejudice, namely: "Is There A Colour Problem in British Industry?"

In this connection the following two case histories of firms in the Birmingham area employing sizeable numbers of coloured workers provide a useful starting point. One of these firms is *John Wright & Co. Ltd.*, manufacturers of gas cooking, heating and hot water apparatus: the other firm wishes to remain anonymous. In their attitude to the coloured worker, they are typical of many factories.

Case Histories

JOHN WRIGHT & CO. LTD. employ about 1,000 people on the shop floor of whom 150 are coloured —men and women from Jamaica, Nigeria, India and Pakistan. Most of the latter are in semi-skilled or unskilled jobs.

"We have never thought of this as a problem", stressed Mr. H. Coates, the personnel manager, "and in fact there has been no trouble at all. It *could* easily have been made a problem, though."

As it is, the attitude of white to coloured (and vice versa) in this firm is entirely natural. At the same time it has been their experience that the coloured worker is not capable of the same sustained piece-work effort as the British, nor does he always appreciate the value or the dangers inherent in the equipment he is using. This, Mr. Coates attributes to the coloured worker's lack of "industrial breeding and background".

On the other hand, although he does not grumble so much as the British worker, he is, understandably, less loyal and will generally leave without a qualm if a better-paid job comes his way. Most of them, this firm have found, know little or nothing about the procedure of giving notice and will accept dismissal with a fatalism that comes of centuries of hardship and adversity.

The coloured worker will give of his best and, where he is fit and of normal intelligence, *John Wright* have found he can assimilate enough in three months to take his part in skilled production.

Outside the factory, he does not mix much socially with his white colleagues, but this is by mutual, though unspoken, choice. It is no uncommon thing for nationalities, whatever their colour, to keep themselves to themselves.

THE second firm, like *John Wright*, have never considered that there is any problem attached to the employment of coloured labour, though they will not take on anyone without a passport, nor employ workers of a certain nationality which for obvious reasons is not specified here.

The personnel manager of this company told me that the idea of taking coloured workers developed gradually, and that he made it his

When Employing Coloured Workers:—

1. **Treat them exactly as any others and do not worry if they take no part in the social life of the firm.**
2. **Remember they have come over for the money and cannot be expected to show the same sense of loyalty as their British workmates.**
3. **Consult a reliable coloured employee when you wish to take on new ones. Such a man can give useful advice.**
4. **Do not expect them to be as skilled as local men and women. This is true only of the exceptions.**
5. **Make sure they have speed and stamina before putting them on a production line. Knowing how to do the job is not enough.**
6. **Make a special point of explaining the value of, and any dangers inherent in, the equipment they will use.**
7. **Give preference to those with passports and see that they are told the notice procedure in force at your firm.**
8. **Do not take the attitude that coloured labour IS BOUND to create a problem.**

Not all coloured people come here merely to take unskilled jobs at good wages. Here is Adeabyo Soyemi who came to learn brick-making with a view to setting up his own brickworks in Nigeria. Adeabyo, who was taken on as an apprentice by a Crowborough firm, is seen transporting dried bricks from the ovens to the kiln.

This coloured worker fits in quite happily as a member of a team employed by the Westminster City Council.

business to study books about their various homelands to get some idea of their background. He has also found it a good idea to recruit them on the recommendation of other coloured workers who have been in the factory some time. These latter will tell the recruit all about the job, and for the sake of their own reputation will recommend reliable people.

It has been the experience of this firm (and that of many others) that the average stay of a coloured worker is about a year, that he is less skilled than his British counterpart and less quick. He fits best into jobs with "a low time cycle", therefore into a service rather than a production unit. In his firm, other things being equal, when it comes to the question of promotion, the white man will get the benefit. "We must be loyal to local men," he stressed.

The experience of these two firms dovetails on one or two points. Notably, they have both found that the coloured worker lacks the skill of the Britisher in the same trade, that he is not capable of the same sustained effort and, as like as not, he will leave within a year to take another job. He is, however teachable, willing, amenable to factory discipline and, within the limits imposed by the lack of a first-class training, a good worker. He gets on well enough with the white workers on the shop floor without becoming a close pal. Above all, he is treated without patronage or condescension.

The foregoing is roughly true of most places where coloured workers are employed and not unnaturally these firms take the view that there is no "colour problem" so far as industry is concerned. Many of these employers are also convinced that, where trouble, ostensibly due to "colour", has occurred, it is but another manifestation of the very real social problem. And this social problem they ascribe to three main causes: lack of housing, the fear of the white man that his women might associate with coloured men, and the hypersensitive fear of the colour bar on the part of the man with the dark skin which leads him to see it in operation where it does not exist.

Jumping To Conclusions

An interesting example of this was told me by a personnel manager during my investigations. Recently, a Jamaican came to ask for his cards and told him he was leaving because of the colour bar in the factory. When pressed for details, this worker told how he had sat during the lunch-break at a canteen table occupied by a number of British girls. He had tried to strike up a conversation, but none of them took the slightest notice. Upon investigation, the girls told the personnel manager that it would have been just the same had the worker been Gregory Peck. During the lunch hour they just wanted to gossip among themselves and wanted no male company, white or coloured. One of the girls explained this to the Jamaican who then returned to his job quite happily.

Yet whether or not the problem is basically a social one, the fact remains that it engenders certain industrial by-products which, unless recognised and thwarted by an alert management, could grow to serious dimensions. The shop-floor demagogue with a colour prejudice can quite easily destroy racial harmony in the works and start bad feeling where none previously existed. He could, for example, start rumours about "undercutting", though in the rare cases where this does exist, it is due to unscrupulous managements exploiting the ignorance of the immigrant. In practice nearly every firm with coloured labour pays the rate for the job.

Similarly, the supervisor or foreman who takes on coloured workers on condition that they pay him a certain sum of money, though he is sacked

At John Wright & Co. Ltd. Mrs. Alice Hollingsworth and Mrs. Merlyn Miles, a Jamaican, are quite at home working on the same bench. "English women treat me like one of themselves", commented Mrs. Miles. "We are all happy."

for doing so, can leave an aftermath of bad feeling. (The coloured worker incidentally often sees nothing wrong in this, as it is generally a common practice in his country of origin.)

Again, with regard to coloured labour, there are four distinct types of firm in British industry:—

1. Firms who take no account of colour, race or creed.
2. Firms who will not employ one or more of certain coloured races.
3. Firms who will employ no coloured labour at all.
4. Firms who take the view that all coloured workers are bound to be unskilled.

Firms falling in one of the last three categories have generally introduced such restrictions because they are convinced these are necessary to efficiency and not because they have a prejudice against colour in itself. Even so, where such policies are in force *it would appear* that some form of colour bar is operating, and a tenet of what we know as the British way of life is that justice should not only be done but appear to be done.

Such restrictive policies, incidentally, often place local Ministry of Labour officials in an embarrassing position. They know the firms who will not take coloured labour and when vacancies at such factories are announced the men at the employment offices have the devil of a job in dissuading coloured applicants from going along, especially as, officially, there is no colour bar.

Like the Ministry of Labour, the Trades Union Congress has always been opposed to any colour bar, but it has never issued any policy pronouncements on this question. They are strongly in favour, nevertheless, of getting all coloured workers in this country to join the appropriate union, but at the same time stress that this is a matter for the union concerned. Most of these workers have in fact done so. The T.U.C. is also strongly in favour of developing industries in the colonies to absorb this emigrating class into work for the betterment of their homelands. But they are also strongly opposed to the introduction of any laws to prevent immigration.

A Social Overspill

On the social front, then, it may be inevitable that some form of colour prejudice arises whenever white and dark races are congested in the same area in certain numerical proportions. And as something of local social atmosphere is bound to percolate into industry, something of the prejudice may grow up in this field as well. In such matters, instinct operates in inverse ratio to enlightenment.

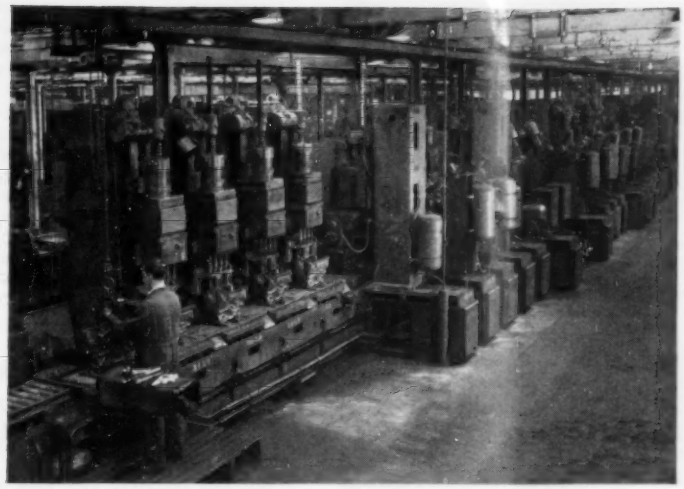
Good personnel management can, however, do much to cut down this sinister growth. In the first place it should not create a problem by taking the view that the appearance of coloured workers on the shop floor is bound to establish one. It should not patronise nor condescend to these newcomers, nor grant them more nor less privileges than their white fellows. Nor should it fall over backwards into thinking that, because the colour bar operates against him, the man with the brown skin cannot do any provoking.

So far as industry is concerned, however, the only inherent problem created by the coloured worker is that of using a relatively unskilled labour force to the best advantage. Apart from lower technical standards than the Britisher, in the case of Indians and Pakistanis there is sometimes a language barrier. Where this occurs, the personnel manager should appoint an interpreter-cum-group leader from among the other workers of the same nationality. This leader can also advise and recommend in the selection of recruits.

The personnel manager should also remember that the coloured worker will probably need more supervision during his first weeks at the factory than will the normal British recruit. But, exceptional workers apart, too much time and expense should not be spent on training him as he may well move on to another job after a few months. Again, he should be placed in the production line only after he has learned to do the job *quickly*: if he cannot work at the rate of the British operatives, he should be placed in a servicing unit.

Finally, the personnel manager should not be perturbed if the coloured worker evinces little interest in welfare facilities (medical care is an exception) or in the social life of the factory. Like us all, he has the herd instinct. He will find, however, that the coloured worker will come to him, just as the Britisher does, with his private problems.

There is every sign that coloured men and women will continue to come here in increasing numbers. True, they miss the warm sun of their native lands, but to them Britain today is the Promised Land. They are not to be put off by the grey squalor and the damp slag heaps which we still have with us from the Industrial Revolution. These areas, the despair of the modern planner, are to them goldfields yielding £10 a week and more. Meanwhile the Colonial Office is very pleased to report that personnel managers all over the country are showing plenty of co-operation in giving these newcomers a fair chance.



Automatic transfer plant at the **Austin Motor** works, Longbridge, Birmingham. The automobile industry is one field in which automation has made large strides.

As Britain enters the era of the automatic factory, many people in industry are asking what will happen to the workers' jobs. The production engineer, on the other hand, sees in automatic control a means of solving labour shortages, cutting costs and eliminating drudgery. It is a process which has been going on, he stresses, ever since man first used a club to kill his food. This article sums up current ideas on the matter and deals with the arguments of both camps. One thing is clear. There will not suddenly be push-button, workless factories; automation will be a matter of steady growth.

AUTOMATION—
What will it Mean to Workpeople?

By ROBERT DOUGLAS

BITTER controversy has been aroused between management and labour in American industry of recent months over the question of automatic control in factories and a consequent reduction in the demand for human operators. Is this a real danger, and if so how immediate are the effects likely to be in this country?

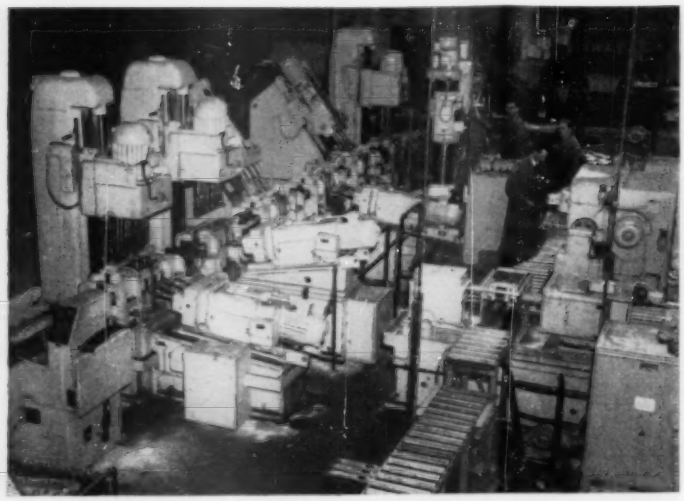
In the first place "automation", the fashionable term for electronic and mechanical control, is not a new phenomenon to British industry and commerce. Secondly, there is no fundamental reason to regard these methods as a danger. Rather they promise a solution to many problems of labour shortage, cost reduction and elimination of monotony.

One must not overlook the comparatively recent "revolution" in office organisation and methods made possible by the development of automatic devices which calculate, store information, carry out operations such as duplicating and copying documents hitherto performed manually, and generally bring down the long term costs of office work and remove much of the sheer drudgery.

Similar electronic and mechanical labour savers, operating on the same basic principles, can take over a complete sequence of productive processes such as take place on an assembly line and carry them through unvaryingly from beginning to end. Such controls, depending on a progressive sampling of the product as it goes through the stages of manufacture, are capable of dispensing with human operators entirely, requiring only a team of maintenance engineers. They appear to be especially suitable to mass production, but more flexible methods of automatic control, such as machine tools controlled by magnetic or punched tapes, which can easily be changed to perform different operations, may be of greater importance to factories engaged on batch production.

The two basic types of control are the open-loop and closed-loop systems. The first is independent of the machine and tools which it controls, the second or feed-back control provides regulation and measurement of changes that occur during production so that errors may be reduced and ultimately eliminated.

There is, as Major-General Appleyard of the Institution of Production Engineers has stressed, no magic in this. Industrially the principle of automatic control is as old as the first machine, the aim being to put the maximum mechanical power at the worker's disposal and help him to increase his output. And whereas the earlier machines may have eliminated the drudgery and toil while introducing the element of



A 6-station transfer line for the production of diesel engine cylinder heads in use at the works of **F. Perkins Ltd.** of Peterborough. (*Picture by courtesy of* ***The Machinist***).

monotony into factory work, automatic control promises to be able to eliminate this as well.

During the past ten years a great deal of progress has been made in this country in the direction of placing more horsepower per man at industry's disposal with the intention of reducing costs, increasing productivity and improving Britain's competitive position in the international economy.

The World Over

Developments have included such things as the fully automatic control system at the Bedfont factory of *Wates Ltd.* where the delivery of moulding aggregate for pre-cast concrete structural units to the production line is the job of one operator at a control panel.

The motor industry has also made wide use of automatic control. At the B.I.M. European Management Conference at Torquay last October M. Raison of *Renault* showed how few of the operators in a semi-automatic machine shop needed to know more than the principal characteristics of the machine under their control, and that the proportion of indirect labour could be reduced to a minimum.

In an English factory manufacturing switches, direct labour has been reduced to about one twentieth and drastic reductions in the floor space occupied have been accomplished. Another example of instrumentally controlled plant is the automatic marshalling yard at Leicester where, it is claimed, two men can weigh, discharge and marshal forty 20-ton wagons each in one hour, normally a task needing the exertions of twenty men.

In the U.S.S.R. a completely automatic factory for the production of engine pistons is said to produce 3,500 piston heads from the casting stage right through to inspection and packing with the assistance of only five men per shift.

At the Ford plant at Dagenham a "transfermatic" drilling and tapping machine drills, taps and countersinks all the holes in the front and rear of a cylinder block in one minute at the press of a button.

In the U.S.A. a Ford engine-block production line can turn out a precision made and electronically inspected engine-block from a steel billet without human intervention. Another plant can manufacture, calibrate, classify and pack resistors for radio construction at the rate of 3,000 an hour (previously the output of 82 operatives) with the attention of one controller.

An Industrial Topsy

It is all a matter of steady growth, not magic. There will not suddenly be workerless factories controlled by push buttons.

But this certainly vies with atomic power for the title of "Second Industrial Revolution". And with more justice. If the first was a matter of the application to production of power driven machinery under human control, this is the application of power driven machinery with only remote control. Potential productive power is seen to be incalculable.

To quote Professor Norbert Wiener, ". . . the possible fields into which the new industrial revolution is likely to penetrate are very extensive, and include all labour performing judgments of a low level, in much the same way as the displaced labour of the earlier industrial revolution included every aspect of human

6 Advantages of the Automatic Factory

1 The mechanical power at the worker's disposal is increased.

2 His output per hour goes up and so does productivity.

3 Jobs are made safer and drudgery eliminated.

4 Costs are kept down.

5 More goods are made available to the mass of the population.

6 Our competitive position overseas is maintained.

T.U.C. To Watch Automation

Trade unions with experience of automation or electronic processes in industry are to be asked by the T.U.C. General Council to co-operate with its scientific advisory committee to safeguard the interests of works affected by such techniques. Meanwhile, at the Institution of Production Engineers' Conference in June, Mr. E. Fletcher, head of the T.U.C. production department, will present a paper on the likely reaction of trade unions towards automation.

power." He also warns us that "the machine plays no favourites between manual and white-collar labour".

These developments have alarmed organised labour in America. Factory employment there fell by 502,000 between January, 1954 and January this year. Of this decline, 456,000 took place in plants making durable goods. At the same time manufacturing production rose by 5-6 per cent. Automation is held to be responsible in part for these changes.

Some leading American trade unionists have therefore been pressing for Congressional investigation of the impact of automation on the U.S. economy and its labour force. Mr. Walter Reuther, president of the Congress of Industrial Organisations, foresees widespread dislocations of the labour force, re-location of industry, up-grading of workers and a pressing need for rapidly expanding markets to absorb the increased output of industry.

Need For Training

Within industry there are practical solutions to many of the problems raised by the advent of automatic control. As Sir Ben Lockspeiser has said, "there will be less and less room for the unskilled person, and people will be called on more and more for creative activity which machines cannot give. We shall require more educated people in the broadest sense. . . . Our industrial future will depend in no small degree on how seriously we take this question of training the mind and acquiring the skill."

What industry must do in fact is adjust itself to this new situation by anticipating as far as possible the great need that will arise for the re-training and up-grading of operatives, for, as John Diebold has said in "Automation", automatic factories will not be workerless factories. He even suggests that the demand for technical operatives to maintain and inspect the control devices "may bring us back to the human and psychological values of the self-respecting craftsman". There is also the possibility that new products will create new industries and ultimately a demand for more labour.

What About Leisure?

Diebold raises another point which, seemingly impractical and far from immediate, leaves us wondering. Will increased leisure become a problem? The utilisation of leisure as something more than a mere respite from work is not altogether new, but automation accentuates it as no other technological advance ever has.

First things first, however. The immediate problem facing British industry is not so much what the worker will do with his leisure as more and more factories become "automatised", but rather to convince him that he will still have a job from which he can take his leisure.

Professor Gordon Brown of the Massachusetts Institute of Technology has recently said, with regard to comfortable prophecies of higher grade jobs for the potentially redundant: "I hear too little about how the worker who is displaced moves into the upgraded job." And, as far as the worker is concerned, this is the crux of the matter.

The importance of the conference called by the Institution of Production Engineers, which is the first ever to be held in Britain on this subject, hardly needs emphasising in the circumstances. The papers which will be given at Margate from June 16 to 19 have been planned to include consideration of the economic and sociological problems to be solved as well as the technological aspects.

The Institution itself feels, according to Sir Walter Puckey, its president, that the conference represents a real contribution to the understanding of a trend which has been described as leading to a second Industrial Revolution. It is also confident that, properly handled, the development of the automatic factory need not create any labour problems provided there is a planned transition. In practice, they stress, this principle has been going on ever since man used a club to kill his food instead of his hands.

"If, indeed, we want to invest in success", he said recently, "we must be willing to accept the great changes that technology will make possible in the next few decades, and to resolve that the many mistakes which overshadowed the triumphs of the first Industrial Revolution shall not mar the realisation of the second."

The Robot Factory . . .

. . . OPINION ROUND-UP

"*I would like to suggest that the transfer machine of the future will take in the raw material at one end, cast it or forge it, machine it and deliver the finished component, either ready painted and packed or to the assembly point where it is required.*" (H. W. Helbeche, superintendent, tool and design manufacture, Austin Motors.)

"*This thing called automation has become a menacing word—but it is simply evolution, not revolution.*" (Mr. B. Fairless, chairman, U.S. Steel Corporation.)

"*We want to see from industry more scrupulous examination of this problem of improved technology and especially of the automatic factory. We want to know what management proposes to do to handle this development which, in its way, is just as explosive as the atomic bomb.*" (J. B. Carey, CIO secretary-treasurer.)

"*Full automation in the automobile industry would mean that* 200,000 *men could produce more than the* 1,000,000 *United Automobile Workers now employed.*" (Walter Reuther, CIO president.)

"*The Institution hopes to show clearly that greater automation, far from displacing people, will give greater opportunities to all. These opportunities will come in several ways. New industries will arise to make new products, those millions working in industry, and in the home, will have available to them new ways of reducing drudgery and difficulties; better means to control both the quality and quantity of products, a greater ability to control safety and to avoid accidents, and greater leisure by bringing machines more into the service of man.*" (Sir Walter Puckey, president, Institution of Production Engineers.)

Quality Competitions

EACH year the *British Bata Shoe Company Ltd.* hold a Christmas Quality Competition at their East Tilbury works, when over £2,000 in cash prizes are awarded to winning sections. Although the emphasis is on quality and such factors as proper maintenance, good housekeeping, etc., production also benefits. Last year the competition was run as a football league in three divisions. Thirty-two production units balloted for the names of regular league teams, each team being captained by its foreman. Members of the staff closely concerned with production — departmental managers, buyers, etc.—played the part of club managers.

Maximum score was 500 points—100 points for each of the five weeks of the competition. Scoring was on the basis of 40 points for quality, 10 points each for order and cleanliness, clean machines, operational results, 15 points each for "B" percentage (faulty work which has to be repaired before it can pass inspection), and dispatch planning (daily target performance). Engineers judged the condition and cleanliness of machines. Management staff kept the score for good housekeeping and operating efficiencies.

T.W.I. Replanned

THE Ministry of Labour and National Service plans to adapt its T.W.I. Service to meet the conclusions of the Report of the Committee of Inquiry on the Training of Supervisors which was published last year. (See this journal for September, October and November 1954.)

Courses for T.W.I. trainers are being re-fashioned to equip students not only to give training to supervisors in the basic programmes but also to organise a properly integrated scheme of follow-up.

Hitherto the greatest impact of the T.W.I. scheme has been on the larger firm where as many as ten supervisors at a time can be trained. Now, to meet the special needs of the smaller firm, the Ministry will provide alternatives to the present method by training groups of from three to five supervisors and even individuals where necessary.

Ideas Wanted

TWENTY bright ideas will be shown on one stand at the British Industries Fair at Olympia, London—and the brightest will win £200 for the man who thought of it. Judging will be by industrial experts associated with the many trade sections at the Fair, which will be held from May 2-13. There will be second and third prizes of £50 and £25. The competition, which is open to all inventors in Britain and the Commonwealth, is being run by the British Industries Fair TV Inventors' Club. In 1953 one inventor obtained £80,000 worth of orders. Inventors should contact the BIF in Kingsway, London, for details.

How Austin Keep T.B. In Check

THE *Austin Motor Company* employs some 20,000 persons and of these, at the present time, some 178 (0.89 per cent.) are known cases of pulmonary tuberculosis under direct supervision of the firm's health department. During the last year the number of new cases was 19.

All tuberculous employees are retained on the strength of the company, and a private and confidential register of all chest cases is maintained in the health department.

Medical supervision at the place of work falls broadly into four parts:—

1. A chest clinic, held weekly during one afternoon.

2. Emergency cases, seen in ambulance stations (of which there are nine throughout the works) or in the health department. Such cases are referred after examination to their own doctors or, in an emergency such as haemorrhage, to hospital.

3. Examinations held by appointment are carried out in the health department at the request of the employee or his doctor.

4. A weekly review of all cases undergoing industrial rehabilitation in the firm's own rehabilitation workshop.

In every case liaison is maintained with the patient's own doctor, a full report is sent to him, together with the X-rays on loan. In this way a happy state of co-operation exists between the outside practitioner and the company's doctors who receive, in return, information on treatment and progress made and requests for help in placing the patient again in satisfactory employment.

'Broadening' Courses

SHORT courses to "enlarge the outlook" of business managers are becoming increasingly popular. Cambridge University will hold its third

Floating Fans Bring Worker Comfort

A PROBLEM that recently faced *Jersey Fabrics Ltd.* of Nottingham was to ventilate adequately, without a draught being felt by workpeople, two large making-up rooms each 226 ft. long by 36 ft. wide, but having a ceiling height of only ten feet. It was decided that with a cubic capacity of 58,760 ft. some 5-6 air changes per hour would be necessary and *The General Electric Co. Ltd.* was invited to submit a ventilation scheme which would achieve this result.

Twelve-inch propeller fans mounted in the top left hand panes of alternate windows were judged most suitable for the purpose. Although the use of these fans entails an air current crossing the room, the mounting position ensures that it is above the heads of the employees.

Fifteen of the fans are employed in each workroom. To minimise the transmission of any vibration or fan noise to the fixing surface the fan arms are "floated" in rubber cushions, the extremities of the arms being embedded in the cushions which are held in place by a metal cap. The resiliency of the rubber is preserved since the cap retains the cushion without clamping.

The electrical installation was carried out by the staff of *Jersey Fabrics Ltd.* The ornamental ducting is integrated with the general colour scheme in the works, which is based on the use of colour "psychology". The pillars down the centre of the long work-room feel less close because every second one has been painted in the light background colour dictated by the width-height ratio, while the other pillars are brought out prominently and cheerfully with complementary colours.

No draughts plus colour "psychology"

annual residential course at Madingley Hall, near Cambridge, from June 27 to July 22. Executives under 40 may apply. And in a recent address to the Office Appliance and Business Equipment Trades Association, Admiral Sir Denis Boyd, Principal of Ashridge College, revealed that in 1954 the number attending their industrial course for "middle management" was 695, from 163 firms. By contrast, in 1953 there were 150 from 53 firms. ("**Business,**" 3/55.)

Focus On Small Firm

THE Third "Small Firms" Conference to be organised by the British Institute of Management, with the support of the Federation of British Industries and the National Union of Manufacturers, will take place at Harrogate from April 29 to 30.

Although this conference has been planned with the special problems of the smaller firm in mind, no particular limitation has been laid down as to size or type. The conference has, therefore, been designed to cover all the main fields of management—financial management, marketing, personnel and production—with the help of speakers who have a special interest in small firms.

The speaker at the opening session will be Mr. Roy Harrod, the distinguished economist. Mr. Osbert Peake, Minister of Pensions and National Insurance, will be present and will be the principal speaker at the closing dinner.

P.V.C. For Mine Safety

CONVEYOR belting—which is said to have contributed to the Creswell pit disaster in 1950 through friction and overheating—has been rendered fire-resistant by the use of P.V.C. The material has been approved by the National Coal Board for use in all underground areas and is being installed in conveyor systems as quickly as possible.

The stage has been reached when the National Coal Board have had sufficient experience with this belting to recommend its use in all underground conveyors, and manufacturers are in a position to supply the very large quantities—some hundreds of miles in length—required. Only recently have enough supplies of P.V.C. polymers and plasticisers become available to make this full scale production possible.

The support of the mineworkers for this new development was expressed by Mr. Arthur Horner, general secretary of the National Union of Mineworkers. "We have always regarded some of the existing forms of conveyor belting as a potential danger underground," he said, "and Creswell confirmed our suspicions. Following that disaster we recommended to the National Coal Board that some form of fire-resistant belting should be used, and we are very pleased indeed to see that the new material is to be installed as quickly as possible in all pits. In our view the safety factor comes before anything else."

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

Production Advisers

The Production Study Department to-day consists of the Chief Production Study Engineer (Mr. Gould), two senior advisers, two specialist advisers and a considerable team of advisers and assistant advisers. Their titles, practically all containing the word "adviser" are significant. This is an advisory department. Their services are available to any Unilever company in the U.K., and also—where appropriate and convenient—to companies overseas. But they only go into an operating company when their help is sought, and they do not decide on changes of policy or organization. They offer advice, and it is up to the local management to adopt or reject it. (**Unilever House Magazine,** February-March, 1955.)

Popular Footwear

A highly successful three-day exhibition of safety footwear was recently staged in the canteen at the Standish factory. Twenty-five different styles of safety shoes and boots were displayed ranging from heavy industrial boots to neat and attractive ladies' shoes. . . .

Orders were placed for 363 pairs of shoes and boots, of which 90 pairs were bought by ladies. This figure represents approximately one in four of all employees at Standish. (**57 News.**)

Abreast Of The News

Members of Orb Works, Newport, civil defence section are kept informed of current activities through a 24-page *News Letter* with a monthly circulation of 150. Edited and published by Mr. J. H. Lane-Nott (civil defence officer, Orb Works) it contains extracts mainly concerning civil defence activities from leading journals, news of the section's own work and its personnel, and a correspondence column. (**Ingot News.**)

A Tall Order

On more than one occasion have we recorded the managing director's striking reminder that if full employment is to be maintained at Thorncliffe, orders for £30,000 worth of our products must be booked every day. In other words, £7 worth of orders per head of every man and woman, boy and girl who depend on these works for their wages. (**Thorncliffe News.**)

Good Personnel Work

Full marks for a piece of tactful humour or humorous tact displayed by a conductor on whose bus I travelled recently. This produced a readier response from the public than could have been secured by an order in a barracks-square bawl.

The bus had pulled in to a bus station and when the crew came back from partaking of the inevitable "cup of char," they found that standees had crowded on until some were actually on the vehicle's entrance steps. A familiar enough exhibition of public stupidity with which individual conductors have their way of dealing. This man's method was to say, more in sorrow than in anger: "It's a bus, you know, not a troopship." ("**The Leyland Journal,**" 3/55.)

Introduce With Profit

Inaugurated in August 1954, the system of sharing with staff the cost of reaching really first-class workers by normal advertising methods has proved a steady success. More than 50 successful introductions were received during the first six months.

The counter hand who made the introduction gets a £1 bonus (cost of reaching her friend by classified advertising) payable when the new worker has been happily settled in for two months. (**Forte's News.**)

Foreign Exchange

Many people on the plant now know that we have made arrangements to take some craft apprentices from a German Steelworks at Rheinhausen for a period of 3 months, and, in return the German works is to take some of our apprentices for 3 months.

The Germans are living in the homes of three of our own apprentices and similar arrangements will be made when our three apprentices go over to Germany in May, 1955. (**The Phoenix Gazette,** 3/55.)

Study Bonus

To encourage any member of the staff, irrespective of rank or status, to join a technical institution for which the applicant as a student, graduate, or associate member must pass a technical examination, the firm are prepared to pay the entrance fee and annual subscription in respect of such applicant who, by passing the appropriate examination, becomes a student, graduate, or associate member of one of the undernoted institutions.

Institution of Mechanical Engineers.
Institution of Marine Engineers.
Institution of Production Engineers.
Institute of Chemistry.
Institute of Physics.
Institute of Cost and Works Accountants.
Chartered Institute of Secretaries.

("**The Weir Bulletin,**" February, 1955.)

How to Fence Dangerous Process Machinery

By **HENRY ALLEN,**
Personnel manager, Yale & Towne Manufacturing Co. Ltd.

British law demands that dangerous machinery should be so fenced as to take into consideration "foreseeable conduct" on the part of the operative. Here, then, is an account of the various types of machine guards and how they can be best used to meet this requirement.

BRITISH and American practice in the techniques of industrial safety where process machinery is concerned differ radically. In this country the law prescribes a comprehensive umbrella of statutory control insisting that guards be extensively used. In the United States, as members of the team which produced the provocative Industrial Engineering Report recently (October, 1954) noted, the use of guards on such machinery is deliberately limited, many American managements believing that to fit safety devices would mean loss of production.

The law in Britain is clear on the subject. Section 14 of the Factories Act requires that every dangerous part of any machinery, other than prime movers and transmission machinery, shall be securely fenced unless it is safe by position or construction.

In the innumerable cases that have gone through the courts where employers have been prosecuted under this section of the Act, very few circumstances have been accepted as modifying this obligation on the part of employers and, indeed, many legal judgments have asserted the need not only to fence securely but also to take into consideration "foreseeable conduct" in an employee.

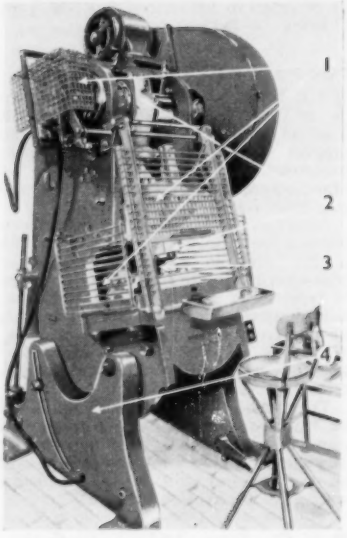
Such a point was enunciated in a recent case where a female operator using a machine where a guard came down to within three inches of the bed, contrary to instructions clearly given to her, pushed her hand under the guard to remove some material caught against rollers and injured her fingers. The judge held that the guard was sufficient protection and that there was no statutory breach, but the Appeal Court reversed the decision stating that the woman's conduct was "reasonably foreseeable." Such a case is a clear stress on the British attitude, that the guarding must be such as to obviate *every* potential hazard.

That being so, every safety officer should know what guards are obtainable and which are most effective for each machine. There is much invaluable official guidance available, as for instance such pamphlets as "Fencing of Drilling Machine Spindles, Chucks and Tools"—Factory Department Form 291 published by H.M. Stationery Office.

It is equally wise to make it part of the company's safety policy that a permit system is established which prevents machines from being used before they have been passed as fit for service. Innumerable accidents occur because maintenance workers fail properly to replace guards after inspection or repair of the machines.

Start Safely

As for the guard itself, it must always be designed for a specific job and a specific machine. When a machine is being set up the type of guard should be designed after the opinions of the operator, supervisor, toolsetter, maintenance men, oiler, millwright and electrician have been sought. That ensures that all the necessary factors have been considered and it is infinitely better to anticipate all hazards and complications at the outset. Too many guards in too many factories still have been modified and adjusted, *after* their failures or weaknesses have been disclosed in use.



Colour can play an important part in making machinery safe. Here, for instance (1) the guards have been painted a warm grey. The interior of the machine (2) forming the background to moving elements is in cream, while (3) is the work component being processed. The machine body (4) is in blue-green.

Guards fall roughly into three classes: fixed, interlocking and automatic. Fixed or barrier guards can be almost 100 per cent. safe, preventing as they do access to dangerous parts at all times. For most installations, metal guards of bar stock, perforated metal, expanded metal, sheet metal or heavy wire mesh are most effective. Solid sheet metal guards should be of number 22 gauge or heavier. In open work guards, if of woven wire, No. 16 gauge if the space between the wires is ½ inch, but No. 12 gauge if the space is 2 inches.

With expanded metal the data is No. 18 gauge for ½ inch spacing; No. 13 gauge for 2 inch spacing. For perforated metal No. 20 gauge with ½ inch spacing, No. 14 gauge with 2 inch. If the distance from the

guard to a moving part is less than 4 inches, spacing should not exceed ½ inch. If the distance is between 4 and 15 inches spacing should not be greater than 2 inches. The distance between uncrossed wooden slats should never exceed one inch.

There will be many cases, however, where a fixed guard is impracticable on process machinery, and here an interlocking guard is the best alternative. It has the value of preventing the machine from operating until the guard has been moved into position. When the guard is opened, the starting mechanism is locked out to prevent an accidental start. Two hand tripping devices are sometimes incorporated in interlocking guards and they are valuable in that they require each hand to be at a control removed from the danger points.

In cases where neither barrier nor interlocking guard is acceptable, an automatic guard which takes the operator's hands or body from the danger area can be used. Sweep guards or pull-away guards are of the automatic type. The action of this kind of guard is independent of the worker and is usually integral in the operating cycle, being motivated by the machine itself through a system of links or levers.

Dangerous Mechanisms

Mechanisms which need guarding fall broadly under headings. There are the cutting mechanisms which involve saws, shears, abrasive wheels and the like. Buffing and polishing wheels demand hood guards to prevent hands or clothing from contacting protruding nuts or spindle ends. Protective flanges are advisable to help retain wheel pieces should the wheel break in operation. For eye protection, a transparent shield should be affixed to the grinder and lighting at the point of contact should be good. As for the tool rest, it should not be more than one-eighth of an inch from the wheel itself.

Nip points offer serious hazards and must therefore have especial attention. They occur where one surface rotates against another and are to be found in belts and pulleys, chains and sprockets, racks and pinions, rolling mills and calenders, conveyors, etc. Nip points must be made inaccessible by fixed guards or they can be fitted with cut-off switches with automatic braking devices which will stop the rolls. Calenders should be guarded by a method which enables the operator to stop the rolls at the feed point. An automatic electronic device which stops the rolls when anything but material approaches the intake points is useful here. Chains and sprockets, belts, pulleys, racks and pinions are best protected by enclosure guards. Similarly, the drive mechanisms of conveyors.

Rotating mechanisms harbour a miscellany of hazards. Even slow rotations can cause accidents, and where there are pulleys on shafts, or exposed bolts, couplings or collars, the accident potential increases. Machine parts which rotate are a formidable list including flywheels, vertical or horizontal transmission shafts, drills, projecting bolts, couplings, clutches—and so on. All may be guarded by either barrier or enclosure guards.

There are certain reliable rules that the safety official can follow. Shafting, for instance, demands that all exposed parts of horizontal shafting 7 ft. or less from floor or work platform should be enclosed by a stationary casing completely covering the shaft, or by a trough enclosing sides and top. All exposed shaft ends should have smooth surfaces and should not project more than half the diameter of the shaft beyond a bearing or hub unless guarded by a non-rotating cap or sleeve.

7 Machine Safeguards

1. *Test every machine before putting it into service.*
2. *Choose the type of guard after consulting the men concerned with the machine.*
3. *Where a fixed guard cannot be used, use if possible an interlocking model.*
4. *Make nip points inaccessible by a fixed guard, or fit them with cut-off switches with automatic braking devices.*
5. *Exposed shaft ends should be smooth and project not more than half the shaft diameter.*
6. *Power-driven gears should be completely enclosed.*
7. *Fit stirrup guards to all pedal-operated machines.*

Flywheels should be guarded by a railing or enclosure and belts and pulleys with lower runs less than seven feet above work platform should be guarded on the sides and bottom to a height not less than six inches above the lower run of the belt. Where both runs of a horizontal belt are 42 inches or less from the floor, the belt should be completely enclosed, and where the upper and lower runs of the horizontal belt allow of an operator's moving between them, the passage should be barred by a rail.

Power driven gears should be completely enclosed with no openings in the guard exceeding ½ inch if the guard is within 4 inches of the gear. Expanded or sheet metal or woven wire should be used ; wood guards are recommended only when chemicals or water might damage the guards. Shaft couplings should be made without any nuts, or projecting bolts. All bolts should be set flush or countersunk.

Cutting Processes

Machines which involve a cutting or shearing process have their especial hazards. Of such are milling machines, guillotine cutters, screw conveyors, band or circular saws and so on. Saws ought whenever possible to be fitted with a spreader or riving knife to keep material from the back edge of the saw. All circular saws should be protected by a hood to cover the teeth at all times. The hood must be of the kind that automatically adjusts itself to the thickness of the material. As for rip saws, they should be fitted with a non-kicking device which will prevent material from being thrown back at the operator.

Band saw blades should be enclosed all round except on the working side of the blade below the guide rolls. Band knife wheels should be completely enclosed. A swing cut-off saw should be equipped with a counterweight which will automatically return it without rebound, and a limit chain should prevent the saw from swinging too far in either direction.

Pedal-operated machines should be fitted with stirrup guards to prevent accidental operation, while press brakes on such mechanisms should have starting devices which will keep the worker's hands out from under the ram. Such devices include levers or switches, treadle bars, foot pedals, etc. Many accidents have occurred with press brakes because the gauging stops are too low and the component being processed slips beyond them. The safety officer must bear in mind the operator's instinct to reach underneath the ram and the die to adjust work and must devise a guard that effectively prevents this gesture.

The study at Castle Bromwich Hall, the Hall of Residence for **G.E.C.** trainees at Witton, Birmingham.

A UNIVERSITY WITHIN INDUSTRY

G.E.C. Trainees to Get Best of Both Worlds

By GERALD WARD

Here is an account of a new five-year training course set up by the *General Electric Co. Ltd.* for boy entrants. The course is so designed to combine an industrial training for executive posts with the full benefits of collegiate life and instruction.

A NEW method of training boys leaving public and grammar schools to become professional engineers capable of filling responsible engineering, administrative and sales positions in industry has recently been introduced by *The General Electric Co. Ltd.* It is an industry-based "sandwich scheme" operated by the company in conjunction with the Birmingham College of Technology.

In future all boys in this category who are selected by the company for training will on leaving school at the age of 18 be given a five-year course in which full time sessions of six months at the College of Technology will alternate with six-month periods of industrial training in the company's works. At the end of the course a young man will have gained exemption from the professional requirements of a body such as the Institution of Electrical Engineers, and will, if he remains with the G.E.C., have as good prospects in the company as the man who has spent three years at the University followed by two years as a graduate apprentice.

A "sandwich" scheme on this scale, initiated by an industrial company, has no precedent in this country's industrial history. It fulfils the function of a true University within industry. A student will enjoy the benefits of collegiate life and instruction and at the same time have the invaluable experience, as a future industrialist, of spending his formative years in industry.

During the whole of the five-year course, the company not only pays a student's college fees but also gives him suitable remuneration to cover his living expenses. (Normally, a trainee starting at the age of 18 will receive about £4 5s. a week, rising to £8 a week towards the end of the training period.)

Two country houses in the Midlands, Castle Bromwich Hall, near Birmingham, and Coombe Abbey, near Coventry, are used by the company as halls of residence. Students are given the full holidays at Christmas and Easter enjoyed by other students at the College during their six-month sessions. In addition they have a fortnight's paid holiday in the summer during their industrial training. Boys on the course have their National Service deferred until its completion.

The college and industrial elements of the course are planned as a whole and are sufficiently flexible to meet the needs of individual students. Both the initial and final phases of the five-year course are spent in industry. Training begins with an induction period which gives an insight not only into the range of the company's own activities but also into the place the company occupies in industry as a whole.

This is immediately followed by training under instruction in fundamental engineering techniques before the first six-month session at the College. Altogether the student spends four such sessions at the College. His theoretical instruction there is not only broadly based scientifically but includes at least one field of study, selected by the student himself, which brings him to grips with a subject outside science or engineering. History, philosophy, economics, law and languages are typical choices. The curriculum is deliberately limited to 27 hours a week, to enable a man to play his full part in the social life of the College.

The alternating six-month works sessions will be partly devoted to classroom instruction, partly to practical training. Subsequent sessions are arranged to give the trainee progressively more responsible work until the final year, which is spent entirely within industry, and during which he will be given definite tasks of engineering responsibility, so that he will complete his course with full professional confidence. The student is thus able to take full advantage at all stages of his increasing theoretical knowledge as well as of his growing industrial experience.

At the moment about 60 boys at the Birmingham College of Technology are G.E.C. student trainees on the first year of their course. In three years' time this number will have risen to between 250 and 300.

How To Train Workers In Joint Consultation

Some Positive Steps For Management

MANY supervisors have said to me, "The idea of joint consultation is all right, but it does not work in practice because we get the wrong type of person to represent the rest." To condemn joint consultation on such grounds is, however, to adopt a negative attitude. Are there any more positive steps which management can take?

A survey of joint consultation made in three firms suggests that people of the right calibre did not stand for election because it was felt by the workers in those firms that joint consultation achieved very little. Thus there was no prestige attached to being a committee member. Management can build up the prestige of the committee—and so of its members—by giving it important work to do. The right people to do the job are then more likely to come forward.

Further, people have to learn to be effective representatives. A letter I have received from the registrar of a firm in Weston-Super-Mare asks me for information about training schemes for representatives. I think this is an aspect of training which has been neglected so far by industry and commerce so I am printing his letter and the reply I sent to him in full.

"Help Your Workpeople to Say What They Mean"

With reference to your article in the magazine for February 1955, you mention a small firm who started a system of formal consultations by first holding courses to show all the workers how they could become effective representatives of their fellows.

Would you be good enough to let me have any helpful information on the subject—whether the courses mentioned were run by the firm concerned, or by an outside authority? We think such a course might be helpful for elected representatives on our House Council.

I replied as follows:

The policy of training employee representatives I mentioned in the February issue of this journal was referred to by Mr. C. H. Graves, chairman and managing director of *Vitamins Ltd.*, in a paper which he gave to the B.I.M. in 1950. The paper is called "Joint Consultation at All Levels in a Small Company." It is an account of the way in which the company instituted a series of "interlocking (management) committees and sub-committees." Membership of these was functional; each member of middle management who had attended a meeting concerned with his own aspect of the business had to convene a meeting of his staff to discuss the minutes of each meeting he had attended.

Thus workers and office staff had the opportunity to discuss matters affecting their work, to ask questions and to make suggestions. Members of the supervisory and management grades also had quarterly meetings to discuss company organisation and policy. Thus training by discussion was a regular feature of the firm.

Mr. Graves continued: "With a view to making it possible for active participation in joint consultation to be open to all, we have been training our staff for joint consultation"—so that it could be extended to spheres which it has not, as yet, covered.

This type of training is all too rare in this country at the moment but the work being done by *Vitamins Ltd.* underlines the question—What are we training representatives for? Are we teaching them the kind of knowledge which is commonly included in supervisory training courses, on management principles and practice, or are we training them as *Vitamins Ltd.* decided they were, to become more effective employee representatives?

If you read the book by E. Jacques called "The Changing Culture of a Factory" (*Tavistock Publications Ltd.*) you will see that, at the *Glacier Metal Co.*, where an advanced system of joint consultation is in operation, this question was debated at great length. It was found that some of the most important knowledge the employee representative must possess was the knowledge of how to represent his fellows. How, for example, to keep in touch with what the rank and file were thinking and feeling and how to convey these views to management and to translate management views and policies to them.

The National Institute of Industrial Psychology have done some work on this too. You can read about this in a book they have written called "Joint Consultation in British Industry" (*Staples Press*). In Appendix B, p. 256, they describe a course for representatives run by themselves in a firm.

The possibility of introducing some training was first brought up as an item on the agenda of the Works Council to be discussed at all levels. As a result, the representatives eventually put forward a strong demand for some training. It was suggested that the content of the course should be drawn from the workers' own experience and that it should not be assumed that a simplified course on management was what they required. A series of group discussions was therefore organised (with a skilled discussion leader in the chair) to discover what the work of a workers' representative entailed, what were his difficulties and what knowledge or qualifications could be given him to help him fulfil his representative duties.

At the group meetings some of the situations were acted (the role-playing technique)—for example, one repre-

TOO LITTLE OR TOO MUCH?

Training workers to take an effective part in joint consultation is all too rare in this country, says Discussion Leader.

Do you agree? Or do you think those supervisors are right who claim that joint consultation is a waste of time because in practice the wrong type of person always seems to represent the rest?

If this is true, can training put matters right? Or does the worker who wants to take part the sort of man who has a chip on his shoulder anyway?

Readers are invited to send in their views. A guinea will be paid for each letter published.

Joint Consultation—"Important topics should be discussed".

sentative played the part of an uninterested worker and another had the job of convincing him of the importance of joint consultation. The representatives described the group meetings as "a real education." As one of them said, "I didn't know how much there was to know about joint consultation." They said they would like more of these group discussions, more training in committee work and the conduct of meetings, but not in the more technical subjects taught to management students.

To sum up. It is advisable to decide what kind of training representatives in your company need, and the representatives themselves are qualified to outline their views on this. Other companies have found these needs to be different from the needs of supervisors and junior managers. If, however, your representatives wish to know more of management aspects, local technical colleges are running such courses for supervisors, managers, shop stewards and worker representatives.

Information about such courses could, I am sure, be supplied to your own local technical college, if they are not already running such courses, by such centres as the Manchester School of Technology, the College of Technology, Birmingham, or the Polytechnic, Regent Street, London.

PASSING JUDGMENT

The Personnel Manager's Position

DO you remember the case quoted in the January issue of this journal about the personnel manager who did not consider it his job to pass moral judgment on an employee who had taken some money from another employee, but had settled the case by paying the money back out of company funds and then deducting it weekly from the offender's wages? Mr. Gordon Easto, Administrative Officer of Beckenham hospital, has this to say about the problem:

> The case cited by Discussion Leader in your January issue certainly raises interesting and controversial issues. Whilst I am prepared to agree with the personnel manager that he was right in not passing moral judgment on the offender, it seems to me that more than moral issues are involved.
>
> I feel I must join the critics of the personnel manager—not because I think he should necessarily have taken stronger action against the offender, but rather because in my view he omitted to take proper steps to safeguard his own position.
>
> The thief appears to have been genuinely penitent, and deserving of a second chance. I do not know what powers had been vested in the personnel manager but surely he would have been wise to consult with one of his senior executives rather than take an arbitrary decision on his own personal responsibility. The man might steal again, and if the earlier offence then came to light, I don't think the position of the personnel manager would be too secure.

This letter raises the whole issue of the responsibility of the personnel officer in relation to "line" managers. Can we have more views on this?

DISCUSSION LEADER

A Personnel Manager Writes:—

Workers Only Want Square Deal

Dear Sir,

A PERSONNEL manager reading the very fine article "The Changing Rôle of the Personnel Manager" in your February issue could well imagine that very soon he will not recognise his place in industry as he now sees it.

He would certainly not agree that his present function could be superseded by a training officer or consultant. He is already both of these, varying in practice and importance according to the support he receives from higher management.

If we accept the planners' and work study experts' main function of breaking jobs down into small specialised units as a challenge, what can we do to meet it? *First of all is it a challenge?* One must remember that these remarkable people who can and do change the pace of industrial working by their plans and systems of units, also are prone to inflict their methods on others not on the shop floor but responsible for those who are. If they break down the jobs of the workers and call the method AUTOMATION, or any other fancy name, what is the reaction of the work people?

To the majority of semi-skilled and unskilled operators in a factory it is not what they do or how they do it. It is what they are getting for it and who tells them to do it. Particularly the way they are told to do it. In a happy factory there is no problem at all.

Why do we not accept the fact that with few exceptions, such as the right kind of supervision and the ambitious operator, the rest of the workers do not want a sense of importance or responsibility. They do not want to be educated to realise a repetition job, or a very small job is a worthwhile and important part of their industry.

They are in regular employment—their wages are good—they have a *good* foreman whom they like—the personnel manager has created a happy atmosphere by helping them with their worries and problems. All they want is a square deal without a lot of explaining of why they get it. They are content to leave the sales and administrative work necessary to keep them employed to those who do it.

In a factory like that the planners can plan and the study experts can study and no one minds. Least of all the personnel manager.

Where the introduction of specialised units and the breaking down of jobs is likely to cause the personnel manager to readjust his ideas it is evident something is wrong somewhere. If the monotony of the job or the lack of knowledge causes the operator to regard his machine and the shop as no good it is very certain he regards his supervision in the same way.

How true it is to read in your article

(Continued on page 531)

"Milk In Industry" Campaign Revived

SPRING, 1955, will see the rebirth of "Milk In Industry" in some 3,000 British factories. With the co-operation of dairymen, they are supplying milk to both manual and office workers at their place of work. It is a drive to raise both health and production in British industry.

A number of firms, in both light and heavy industry, have already started milk schemes. They include a South Wales cement works, a North Country steelworks, the twelve factories of a world-famous tobacco concern, and a nationally known firm of clothiers.

"Milk In Industry" is not new. It is the result of hard experience. Before the war, about 7,000 firms had milk schemes. Workers bought bottled milk from trolleys during "breaks," in canteens (which were less numerous than they are now), or at the factory gates when they came on duty each morning.

In some industries, of course, milk is needed to counteract the toxic effects of certain processes. In others, such as coal mining, the loss of perspiration is so great as to necessitate continual liquid replenishment, particularly with milk, which is a food as well as a thirst quencher. (At one colliery canteen in Derbyshire a pint of milk per man is sold every day.)

Four years ago an experiment was carried out in a New Haven (Connecticut) works by two doctors of Yale University. Doctors H. W. Haggard and L. A. Greenberg found that milk increased efficiency and cut down absenteeism. They gave workers a banana and a glass of milk at 10.30 a.m. and again at 3.30 p.m. Long-term results were: 39 per cent. less sickness-absence, 4 per cent. increased production, and 8 per cent. less production errors.

To popularise "Milk In Industry," a quaint war-time figure will make a surprise comeback. "Chad" will join teenage model Zoë Newton on factory posters and wallsheets. He recommends milk for energy—in play as well as work.

New C.D. Markings

A REVISED scheme of rank markings for the Civil Defence Corps has been announced by the Home Office. The badges are to be wide and narrow bars of gold braid worn on the epaulet by senior grades, and gold chevrons worn on the upper arm by junior grades.

At the top level, Chief Section Officers (Chief Wardens, Chief Rescue Officers and Chief Headquarters Officers) will have two wide and one narrow gold bars on each shoulder; in the most junior grades Rescue Party Leaders, Ambulance Shift Leaders and Senior Wardens will wear two gold chevrons on each arm, and Deputy Party and Shift Leaders one gold chevron. The Chief Section Officers of counties will have a small gold rosette above their gold bars.

Top Management For Health Congress

LEADING British industrialists are showing much interest in the Royal Sanitary Institute's annual Health Congress which provides an unrivalled opportunity for contact between industry and problems of health generally. The Congress will be held at Bournemouth from April 26-29. The Congress will be attended by approximately 2,500 health experts from all parts of the world.

Sir Hugh Beaver, Chairman of the Government Committee on Air Pollution, and Chairman of the Advisory Council of the Department of Scientific and Industrial Research, and Sir Roger Duncalfe, Chairman of the British Standards Institution, have agreed to act as Vice-Presidents of the Congress. Presiding over the Occupational Health Section will be Professor R. E. Lane, of Manchester University.

Papers on the subject of "Noise at Work" will be given by Air Vice-Marshal E. D. Dalziel Dickson, C.B., C.B.E., Senior Consultant in Otorhinolaryngology, R.A.F.; Dr. T. S. Littler, Director, Wernher Research Unit on Deafness, Medical Research Council; and by Mr. D. E. Broadbent, of the Applied Psychology Research Unit, Medical Research Council.

Few Atomic Accidents

THERE have been "amazingly few" cases in Britain of workers in industry or atomic plants contracting disease or injury from radioactivity. This fact was put before a recent meeting of the Birmingham and District Industrial Safety Group by Dr. J. Watkins-Pitchford, senior medical officer to the Ministry of Pensions and National Insurance.

"In the atomic energy works, I can only think of one case—and then it was due to the man's own gross negligence.

Dr. Watkins-Pitchford thought that we had had such a fright from the tragedy of girls making illuminated aircraft dials after the first World War (many of whom died after they came into contact with radioactive paint) that we had come prepared. Later he added that it was of course early yet to say whether there was a long-term effect.

MECHANICAL HANDLING SCHOOL

A SCHOOL for training Post Office fork-lift truck drivers has strikingly reduced the cost of maintaining the large fleet of fork-lift trucks operated by the Post Office Supplies Department and effectively reduced the incidence of accidents and damage to goods in handling. Formerly, drivers were given some training on the job, but the results were unsatisfactory—maintenance costs were high and driving standards were indifferent.

The Supplies Department operates petrol, diesel and electric trucks of various makes and the wide variety of stores handled in main and sub-depots throughout the country calls for several kinds of pallets. The school was established three years ago at the Department's depot at Wembley, Middlesex; it has a concrete floor space of 100 ft. by 50 ft.

For practice work, loads of different types of stores are made up, and these are used on the three reserve trucks, the various pallets and the model lorry which the school uses for training purposes. The floor is painted with yellow lines to guide travel and regulate turns within narrow limits. Instructors use a loudspeaker system in order to be heard in distant parts of the school.

A trainee being taught high stacking. (*Courtesy Target Magazine.*)

N.I. Payments

PLANS for paying the higher retirement pensions and other national insurance benefits to about six million people were announced last month by Mr. Osbert Peake, Minister of Pensions and National Insurance. The increases will cost about £120 million in the first full year, bringing the total expenditure on national insurance and industrial injuries benefits to nearly £700 million, of which £450 million will be on retirement pensions.

The 32s. 6d. standard weekly rate of retirement pension will go up from the first pension pay-day after April 25 to 40s. and the 21s. 6d. rate for a wife whose pension is based only on her husband's insurance to 25s. Widows' benefits and guardians' allowances will go up at the same time. Sickness and unemployment benefit rates are also being increased to 40s. from May 19. The maternity grant will be raised to £10, the home confinement grant to £4, and the maternity allowance to 40s. a week, from May 16.

From May 19, industrial injury benefit will be increased from 55s. to 67s. 6d. a week as will the 100 per cent pension for industrial disablement.

Personnel Probe

PERSONNEL management is the subject of an enquiry now being undertaken by the Kidderminster Productivity Council and 16 firms in the area are taking part. The project is part of a pioneer scheme which is an adaptation of the circuit visits sponsored by the British Productivity Council, but it differs from the usual form in that specific subjects are chosen for study in the belief that there is more value in results from an investigation directed along fairly narrow channels, than one consisting of a series of random and unrelated enquiries in more general terms.

From the firms taking part, groups of representatives, from management, technical staff and shop floor, are to pay a series of visits to other firms. Terms of reference are agreed in advance and a set of guiding questions drafted.

Flying Visit

THE Edinburgh factory of *Ferranti* recently flew 39 of their workers to Manchester for the parent firm's annual dinner.

Reasons for flying—by B.E.A. chartered Dakota—were severalfold. Explained the general manager, Mr. J. N. Toothill:

"No working hours were lost over the dance. The plane returned with our employees the following day, Saturday, which is not a working day. They left after work on the previous day. Going by air also saves money. There is none of the bother of booking at hotels and carrying cases. And we want to do all we can to make people take to air travel. After all, we make aeroplane parts."

Alien Work Permits

THE Foreign Labour Division of the Ministry of Labour and National Service is now at Ebury Bridge House, Ebury Bridge Road, London, S.W.1. Any communications or enquiries regarding the issue of permits under the Aliens Order 1953 to bring foreigners to this country for employment should be made to the new address. Application forms for bringing foreign workers for private domestic employment continue to be available at Local Offices of the Ministry.

Manual Wages Up

THE average weekly earnings of manual workers (revealed by the regular half-yearly M.o.L. enquiry) for October 1954 amounted to 171s. 9d. This figure includes bonus, overtime, etc., and was arrived at before deduction of income tax or national insurance contributions. It compares with an average of 166s. 6d. in April 1954, and 53s. 3d. in October 1938. The average weekly hours worked were 46.7 compared with 46.5 in April 1954 and 46.5 in October 1938.

IN BRIEF

HOOVER LIMITED are to give employees a special "Easter Egg" as an extra reward for their good work in 1954. All adults in the company's employ on September 1, 1954, will get £15; proportionate payments will be made to younger employees. This is in addition to the normal incentive payments made to all groups of employees throughout the year.

* * *

"Average earnings of all employees in 1954 were £549," states the annual report of the *International Harvester Company of Great Britain Ltd.* This did not include the expenditure of the company on employee benefits amounting to £46 per person. The chief item in this amount of additional benefits was £41,247 contributed by the company as their share in the pension and life assurance scheme. The employees' own contributions was about £26,000.

* * *

All employees of *Leyland Motors Ltd.* recently shared in the company's improved trading results when they were paid a second bonus amounting to 25 per cent. of that paid at Christmas. In addition the company has also set aside £250,000 to cover past services in the free pension scheme introduced at the beginning of this year for all hourly-paid employees.

* * *

The National Joint Council for the Building Industry is to offer two full-time scholarships for a university degree or Higher National Diploma Course for competition during the current school year. The scholarships will be for apprentices and young craftsmen. Grants for each scholarship will cover all fees and examination expenses plus a maintenance allowance. Another scholarship is offered to plasterer apprentices.

* * *

More than 5,000 applications for tickets were received for the Tyneside Productivity Quiz on February 28. Commented Mr. R. W. Mann, chairman of the local productivity committee: "I believe that if this Quiz had been held on Tyneside two years ago we would not have got 500 applications. The present result is indicative of the growing interest within this area."

* * *

On March 22, Sir Walter Monckton, Minister of Labour and National Service, declared open the Industrial Health and Safety Centre at 97, Horseferry Road, Westminster, London, S.W.1. The Centre was previously the Safety, Health and Welfare Museum, but it has now been given a new look. The new name accords with the increasing attention being paid by the Ministry through its various committees to problems of industrial health and safety.

* * *

A total of 347,605 permanent houses were completed in the United Kingdom during 1954 compared with 197,627 in 1949. In the same period the building labour force fell by 8,000 from 996,000 to 988,000.

* * *

Lord Woolton was the guest speaker at an I.W.S. luncheon held on March 22 as part of a one-day conference for business executives in the retail distributive trade. His theme was "Human Nature In Business."

APPOINTMENTS

MR. W. G. COFFIN, formerly head of the Overseas Department of the Industrial Welfare Society, has been appointed personnel manager of *Frederick Braby & Co. Ltd.*, Crayford, Kent. Mr. Coffin took up his appointment on February 28.

MR. B. J. HAILL, works manager of *Dunlop's* foam rubber factory at Hirwaun trading estate and general works manager of their Brynmawr and Cwmavon factories in South Wales, has been promoted to be general works manager of one of the company's largest factories at Cambridge Street, Manchester. He succeeds **MR. CHARLES HEMM,** Dunlop's new director of projects.

Sir Walter Monckton, Minister of Labour and National Service, has appointed **MR. A. F. HATFULL** to be his assistant private secretary in succession to **MR. D. P. BUCKLEY.**

DR. H. G. TAYLOR, Director of Research of the British Welding Research Association since 1947, has been elected President of the Society of Engineers. He has been associated with the Society since 1947 and has been a member of its council for seven years.

MR. J. A. WYKES has retired from the Board of *Hoover Ltd.* on account of ill health. **MR. S. ROBERTS,** the deputy managing director of the company, has been appointed managing director in his place.

A Canteen Guide For Personnel Officers

By WINIFRED McCULLOUGH,

Senior Canteens Adviser, Industrial Welfare Society

Here are twelve questions and answers specially drawn up by an expert to serve as a basic guide for the personnel or welfare officer whose duties also include keeping an eye on the canteen.

1. Is the Kitchen Big Enough ?

Kitchen, stores and servery require about 6 square feet of space for each seat in the dining rooms or proportionately more, of course, if the main meal is served in two or three sittings.

2. Is the Dining Room Big Enough ?

At tables for four, each diner needs 12 square feet. At tables for six, 10 square feet. At tables for eight, 8 square feet. This allows for adequate passage of customers and clearing trollies.

3. Is the Equipment Adequate ?

A kitchen that cooks 100 main meals daily and prepares tea, cakes, snacks, etc., for 300 people should contain:—

Double oven range. Solid top.
Small 2-pan fish fryer.
Single steamer.
Small grill.
15-gallon boiler.
2 ft. by 4 ft. 6 in. hotplates, either as counter separately.
Refrigerator, ½ cubic foot capacity per main meal served.
Electric potato peeler.
Electric mixer.
Hand chipper.
Bulk water boiler—20-gallon capacity.
2 Vegetable sinks.
1 Pan sink.
3 Wash-up sinks (1 pre-wash—1 wash—1 sterilizer), or small washing-up machine.

4. Is the Kitchen Too Hot or Too Cold ?

The lowest comfortable working temperature is 50°F. The highest for kitchen work 75°-80°F. The kitchen should, therefore, be between these two temperatures whether at peak or slack periods. The pastry preparation bay, particularly, should never be above 65°F.

5. Are there Enough Canteen Assistants to do an Efficient Job ?

For every 100 main meals served (allowing also for 300 teas and light meals) one supervisor and four full-time assistants are usually required. In the small unit the supervisor will do some or all of the cooking. In larger units counter supervision—head cook, cashier, storekeeper, all form part of the "five to a hundred" average.

6. What are the Duties of the Canteen Supervisor ?

(*a*) Selection of Staff (in conjunction with personnel department).
(*b*) Control of staff.
(*c*) Training of staff.
(*d*) Menu planning.
(*e*) Buying.
(*f*) Control of stores.
(*g*) Cost control.
(*h*) Quality of cookery and efficiency of service.
(*i*) Cleanliness and hygiene.
(*j*) Operating the canteen within the framework of the firm's policy and in the correct "atmosphere" of that particular firm.
(*k*) "Getting on" with customers whether shop floor, office or executives.

7. What are the Essential Facts About Hygiene ?

That bacteria from skin lesions, coughs, sneezes, bad teeth, sore eyes, discharging ears and intestinal disorders can infect foods, and in warm humid temperatures can multiply rapidly until sufficient concentration is reached to cause outbreaks of food poisoning.

The three obvious safeguards are:—

(*a*) Greatest vigilance against taking staff with bad skin conditions, bad teeth, poor standards of cleanliness or any history of intestinal trouble. Coupled with this care to consult works' doctor before taking staff back after absence through any such illness or through influenza or colds.
(*b*) Rigorous training and supervision on "Hands Off Food" lines. No food that is to be served without further cooking should ever be touched with the bare hands.
(*c*) Constant hand washing. Plenty of hot water, bland soap, effective nail brushes and clean towels. Sterilizing of crockery and utensils. Use of effective detergents. Good working surfaces. Hygienic surroundings.

8. What is a Reasonable Variety in Canteen Dinners ?

The smallest canteen should offer two choices of main meal (one hot, one cold), one substantial snack, two choices of sweet and two kinds of cake. Larger ones should aim at two hot main courses and one cold, three hot sweets and one cold, two or three snacks and a variety of cakes, ice-cream dishes and sandwiches. A point to watch is variety of vegetables. Every type of vegetable should appear in the canteen menu in season when it is cheapest and best. Another point is variety of potatoes. Plain boiled, mashed, creamed, roast, baked in jacket and chipped potatoes should all appear in their turn.

9. Are Portions Big Enough ?

These are reasonable *cooked* weights for people on ordinary, industrial work: 2 oz. meat, 4 oz. potatoes, 2 oz. second vegetable. 4 oz. sweet, 4 oz. fillet fish. Made up dishes (such as rissoles, cottage pie) 4 oz. Tea, coffee 7 oz.

10. What Ought the Canteen to Cost ?

To make ends meet (considering only the cost of consumables—wages and fuel) a medium sized

MONTHLY TRADING RECORD FOR CANTEEN MANAGER'S OWN USE

	£	s.	d.
Value of opening stock ..	1,000	0	0
Total of all monies paid out during period ..	3,000	0	0
Total of outstanding bills	20	0	0
	4,020	0	0
Value of closing stock ..	1,200	0	0
Total commodity cost ..	£2,820	0	0
Approximate total figure of wages paid	1,500	0	0
Total food and wages ..	£4,320	0	0

	£	s.	d.
Cash received	4,500	0	0
Credit payments received	50	0	0
Credit payments outstanding	50	0	0
Total receipts	£4,600	0	0
Percentage of turnover spent on food	61.3		
Percentage of turnover spent on wages ..	32.6		
Surplus on food and wages	6.1		

NOTE.—It is better to exclude cigarettes, chocolates, etc., from this record.

canteen would have to charge in the neighbourhood of 1s. 5d. for main course and two vegetables, 4d. for sweet and 2½d. for a cup of tea. Cakes would be from 2d. to 5d. Sandwiches (two whole slices) 10d. to 1s. 3d., and such items as egg on toast 1s. The canteen loss is, therefore, bound to be the difference between these kinds of prices and prices actually charged. The average prices in canteens to-day are 1s. main meal, 4d. sweet, 2d. tea.

11. Should the Canteen Sell Items Other than Actual Food ?

This depends on the *motive* behind such sales. Where a shop is a service to employees it is a worthwhile adjunct to the canteen. Where it is solely an attempt to push up takings and cut losses it would probably not bear critical scrutiny as a welfare project and is in fact very seldom a real money maker when labour and other hidden costs are taken into consideration.

12. What Records Should Be Kept ?

Some canteens have far too elaborate systems for their size and the capability of their cook-manageress or chef manager. Others keep track of nothing but gross cash receipts. Every canteen should know at the end of each week (*a*) What cash and credits it has earned. (*b*) What goods it has used. (*c*) What was the percentage value of goods used to monies received and credits earned. This food percentage is the backbone of canteen finance. Worked out, over past years, it can form a budget against which to measure present performance. The working percentage should show little variation unless there is some definite reason such as an increase in costs of raw materials. If it goes up because of too extravagant use of materials during one week—it can be rectified the next. A form like the one above should be prepared in every canteen every week and discussed by canteen manager and his departmental chief every Monday morning.

CANTEEN ADVICE BUREAU

This is a special service for readers of this journal. It is run in the interests of better industrial catering and all readers with a canteen problem or query are invited to send these to the Editor. They will be answered by L. Banham, A.R.San.I., A.M.H.C.I., and a selection printed in each issue.

Better Sandwiches

We should be glad if you would let us have a few recipes to enable us to add variety to the number of sandwiches which we serve in the canteen. Complaints from staff working overtime echo the need for more variety of fillings which should be substantial and satisfying. (A. H., Oldham.)

THE sandwich is more likely to be substantial if the bread is not cut too thinly and the filling is mainly of a protein food—this means the use of meat, fish, eggs and cheese. Protein foods take longer to digest and for that reason produce the feeling of satisfaction for a longer period than is the case with foods which are basically carbohydrate in content such as salads, jam and treacle.

The most attractive sandwiches are usually those which are freshly prepared and, preferably, wrapped in cellophane paper. The bread may be in the form of sandwich loaves which may be cut into slices of the required thickness on the slicing machine, or may be in the form of already sliced loaves whichever might be more convenient. Day-old bread is usually new enough to be moist without tearing when margarine is spread on it.

The nutritional value and the flavour of certain kinds of sandwiches is improved by the creaming together of margarine and marmite before spreading on the bread. The basic fillings of sandwiches are fairly general throughout canteens, but it is the use which is made of the combinations of added variations in the form of lettuce, cucumber, cress, parsley, chutney, pickle, mayonnaise, french dressing, tomatoes, finely chopped onion and the like which give distinction to what otherwise might be a mundane affair.

Seasoning

Seasoning must neither be forgotten nor overdone. Slices of cold meat from the previous day's roast might well benefit by the addition of a smear of apple sauce in the case of pork or mint sauce in the case of that which masquerades as lamb. The addition of cucumber and tomato should be by the thinnest of slices and though lettuce leaves improve the appearance of the edges of the sandwiches they should not predominate over the basic constituent of the sandwich.

Tinned meats, sausages, ham and tongue and salt beef all provide good fillings and lend themselves to variations. Eggs, when fried and left over, make useful sandwiches, especially when slices of cold fried bacon are added. Generally, egg sandwiches are from hard-boiled eggs which have been made into a paste with margarine and have some appropriate accompaniment such as anchovy, lettuce, tomato, cress, cheese and so on.

Cheese, in slices or grated, is a useful filling and goes well with beetroot, pickle and chutney. The tinned varieties of fish such as salmon, sardine, pilchards are all useful and permit variation in the manner of presentation. For instance, salmon, flaked and seasoned, can stand alone as a filling or have the addition of a lettuce leaf and a few thin slices of cucumber.

The first task in making sandwiches should be the preparation of the fillings and these are best kept in shallow dishes which permit easy access when in use and are at the same time convenient for the storing of unused portions.

U.S. Catering Tour

MISS WINIFRED McCULLOUGH, Senior Canteens Adviser of the Industrial Welfare Society, left on March 18 for a ten weeks' visit to the U.S.A. The purpose of her visit is to study works and office cafeterias—the food they serve—the equipment used—the amount of space occupied—and to compare these services with similar services here. She will also enquire into the level of subsidies on employee feeding and into training for canteen management at both technical and university level.

Altogether, Miss McCullough, who writes on page 523 of this issue, will visit some 50 factories, four Government departments and three universities, and will attend the International Catering Convention and Exhibition in Chicago.

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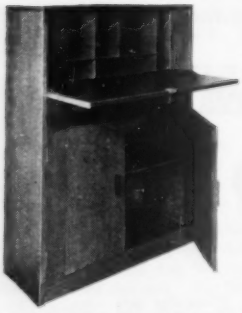
SECTIONAL BOOKCASES

These sectional bookcases are readily locked together, re-arranged and added to. Made in two sizes—the larger will house the *Encyclopaedia Britannica*. MULTIPLIX is a practical way to accommodate the growing library. The arrangement shown here costs £16 5s. 6d. and is tax free. MULTIPLIX sections are made in solid oak with light, medium or dark finish and are fitted with sliding glass panels. Width 3 ft.

THE PHOENIX-PLUS

This is more than a bookcase. In addition to adjustable shelving behind sliding glass doors, it has a built-in cupboard which can be used as a cocktail or music cabinet or games compendium. Available in solid Nigerian Cedar or Oak, in light or medium finish, and with cupboard on left or right, THE PHOENIX-PLUS is tax free from £14 3s. 6d. (according to timber). Width 4 ft. 5¾ in., height 2 ft. 7½ in.



And just available—

THE New PHOENIX BUREAU

This handsome new bureau is now to be seen in our showroom. It has the usual Phoenix qualities—clean design, sound construction, made in solid timber with dovetailed joints, excellent finish and detail. With sliding drawer, and cupboard beneath. Width 2 ft. 8 in., height 3 ft. 7 in., flap 14 in. Available in Solid Oak or Nigerian Cedar, THE PHOENIX BUREAU costs only £19 18s. 9d.

To THE PHOENIX GALLERY (Dept. P5)
38 William IV Street, London, W.C.2

Without obligation, please send me your 20-page catalogue.

NAME .....

ADDRESS .....

Proprietors: Phoenix House Ltd.

PERITEX
IN INDUSTRY

THE HANDY FORM OF TULLE GRAS DRESSING

For cuts, wounds and burns

Tulle Gras is medically accepted as a speedy and effective treatment for burns and wounds. Free drainage helps quicker healing and its painless removal makes it popular with Doctor and Patient alike. "PERITEX" Tulle Gras offers many advantages over standard dressings. No scissors or tweezers are required. Already cut into convenient sizes, each dressing is wrapped in transparent covers so that it can be applied untouched by hand. Simply slide off the covers when placing on the wound. Tins of 150 dressings in two sizes.

Full information from Sole Distributors to Industry:

SOUTHON LABORATORIES LTD

84-88 UPPER RICHMOND ROAD, LONDON, S.W.15

New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Safety

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

EASY BREATHING

THIS new respirator weighs less than three ounces and this, combined with a low breathing resistance, gives a high degree of comfort to the wearer. A 50 per cent. reduction in width of the filter holder eliminates a "blind-spot" area and greatly increases the downward vision. This change, say the makers, also results in better balance.

The filter is made of charged resin-treated felt and is pre-formed for accurate

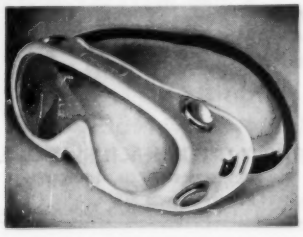
fit and positioned by studs on the holder. No pre-filter is needed, the one medium doing the complete job.

Air intake is located at the lowest point of the respirator, while the counter gravity flow of inhaled air cuts down on the entry of heavier dust particles into the filter.

The aluminium face-piece can be formed with the fingers to conform to the face with final fit and seal provided by the sponge face cushion. The whole can be easily dismantled to make for simplicity of cleaning and disinfecting. **(PM/908.)**

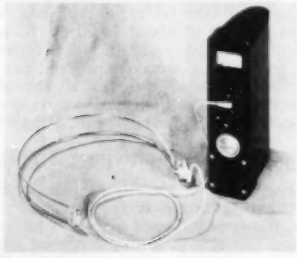
ANTI-ACID GOGGLE

THIS goggle is claimed to afford maximum protection against chemical splashes, acids, alkalis and dust. Weighing only $1\frac{3}{4}$ ounces, it has a soft, pliable vinyl frame with rolled edges and is moulded to suit facial contours. Non-corrosive metal hoods over fine mesh screen vents give ample ventilation and prevent fogging. The acetate lens is of specially formed optical plastic and can be quickly and easily replaced without tools. The neoprene headband which is 22 inches long is easily adjustable. The makers specially recommend this goggle for acid handlers, chemical workers, platers, picklers, flour mill workers, galvanisers, cement workers and grain elevator workers. **(PM/909.)**



POCKET MONITOR

THIS new pocket battery monitor is used for the location of radio-active ores and for the monitoring of radiation in laboratories. It is a completely self-contained unit which combines very light weight (1 lb. $9\frac{1}{4}$ oz.—including batteries), small dimensions ($6\frac{3}{4} \times 1\frac{3}{8} \times 4\frac{1}{8}$ inches) with adequate sensitivity. Two ranges are provided for so that the meter reads



0-40 counts and 0-800 counts per second. An earpiece (featured here) can be connected for the audible detection of very low intensities. As there are no protruding parts, the smooth case of the instrument can easily be decontaminated, and it is fully waterproof. **(PM/910.)**

FIRE EXTINGUISHER

THIS new dry-chemical extinguisher has been designed for speedier action in smothering fire outbreaks involving petrol, oils, alcohols, paints and almost all kinds of industrial solvents, and is said to be especially effective against "running" fires fed by flowing inflammable liquids. It operates on a dry-chemical which does not cake even in extremes of temperature.

The appliance is brought into action simply by striking a plunger situated in the top-cap, and a special "squeeze-grip" release valve fitted to a short length of flexible high-pressure hose gives perfect control over the discharge of dry-chemical. After use, the extinguisher can be completely recharged on the spot in a few minutes. **(PM/911.)**

HEAVY DUTY SHOE

THIS new heavy duty and safety shoe is said to combine good appearance with the ability to withstand very heavy wear. A new type of chrome grain leather has gone into its manufacture and it is fitted with an abrasion-resistant P.V.C. toe-cap. The soles are of dual-

tanned leather and the heels fitted with a nickel rim. Available in black at a price of 40s. **(PM/912.)**

SPECTACLE PROTECTION

THESE new industrial spectacles, claim the makers, provide adequate protection against any front or side impact. They can be worn continuously and are fitted with strong non-slip metal curl-

sides covered with plastic tubing. Filter lenses may be fitted or they can be glazed with *Triplex* unshatterable lenses, whichever is required. The spectacles are available in a flesh-toned colour or clear crystal non-inflammable plastic, and are made in two sizes, small and medium. **(PM 913.)**

GOGGLE COMFORT

GREATER comfort for welders is claimed for this new goggle with contour-fitting eye cups designed so that only the smooth, broad, rolled edges cushion all contact with the face as the eye orbits are sealed in complete safety. Construction features include easy and permanent nosebridge adjustment, double start screw fronts for speedy change of

lens, anodised metal parts to give corrosion resistance, and special baffle port ventilators to provide light-proof ventilation.

The head-band is one-piece superior quality elastic with an adjustable buckle while the lens are protected against pitting, both inside and out, by plastic cover lens. The nylon eye cups are unaffected by sterilisation. Weight of the complete goggle is 3 oz. **(PM 914.)**

Handling

MOBILE CARRIER

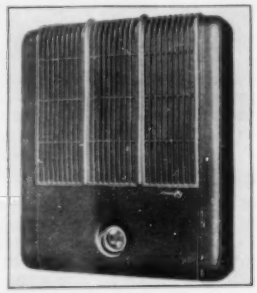
THIS new stillage, designed for transporting materials within the factory and warehouse, has the following features: complete mobility when used in conjunction with the puller device; can be lifted by crane or fork lift truck; can be

stacked safely; has a safe working load of 15 cwt. but has been tested to 2½ times this load; can be turned in its own length; and is of robust construction to ensure a long working life. Measuring 2 ft. 8 in. in height by 2 ft. broad by 3 ft. in length, the stillage has a capacity of 12 cu. ft. The existing design can, however, be altered to suit particular requirements. **(PM 915.)**

Heating & Lighting

CIRCULATING WARMTH

THIS new balanced flue gas heater is said to be suitable for all types of offices. Air from the room is drawn into the base of the heater and warmed as it passes over the hot combustion chamber before being discharged through

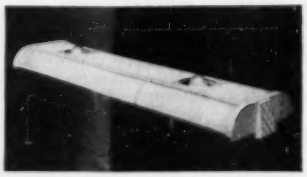


the grilles of the outer casing. This process ensures a constant circulation of warmed air, none of which comes into direct contact with the gas burner.

The heat can be regulated, and will warm a room of about 1,600 cu. ft. at a cost of about 2d. an hour. It is finished in a gold bronze stove enamel but can be supplied in other colours if required. It measures 34 in. high, 26¼ in. wide and projects from the wall by 7¼ in. **(PM 916.)**

FLUORESCENT FITTING

THIS new "Gear-less" fluorescent lighting fitting is for two 40-watt, 4 ft. fluorescent lamps and two tungsten ballast lamps. It is a commercial fitting suitable for rod or chain mounting, and

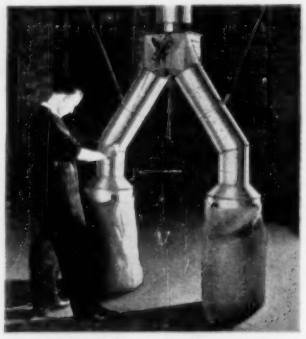


the ballast lamps are mounted well away from the ends of the fitting under the fluorescent lamp. An important feature is that the metal frames enclosing the side panels are, together with the whole louvre frame and its ballast lamp reflectors, completely detachable. This considerably simplifies cleaning and maintenance. **(PM 917.)**

Ventilation

TWO-WAY DUST CONTROL

THIS dust collector has been fitted with a new two-way control valve which can be used for all types of dust, chippings, wood waste, etc., and will operate fitted in any position. Basically the device consists of a 'Y' piece con-



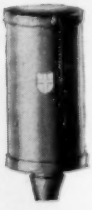
taining a metal chute which can be pivoted to direct the flow of gas and material as required. The branch of the valve isolated by the chute is effectively sealed by the chute seating on a durable flexible plastic joint.

Where fibrous materials are being handled with the possibility of material clinging to the edge of the chute during

Skin Cleanser? Me?

Yes, You! Any skin specialist will tell you that real trouble can start from dirt or grease-clogged pores only half cleaned and wholly unprotected by soaps and 'solvents'. It's commonsense to ensure that HOMACOL Antiseptic Skin Cleanser (in Homacol Economy Dispensers) is available in all washrooms. There is no surer cleanser for work-grimed skins—no stronger defence against industrial dermatitis.

Samples in Jelly or Liquid form will be sent with full particulars and prices on request.



HOMACOL

Antiseptic

SKIN CLEANSER

THE HORTON MANUFACTURING CO. LTD.

Rickmansworth, Herts

Telephone: *Rickmansworth 3191*

Telegrams: *"Liquisopa," Rickmansworth*

F 53

change-over, the flexibility of the plastic joint enables a dust-tight seal to be maintained round the obstruction until the next change-over allows the material to be carried clear.

The mechanism for operating the valve is spring loaded and can be operated by either hand or remote control; it gives a rapid positive action which prevents the chute from taking up a position in which neither branch of the valve is sealed. All parts of the valve are readily accessible, and consideration has also been given to the design of the chute pivot bearings which are self-lubricating and require no attention.

By virtue of the simplicity of design and robust construction, the valve will give long and trouble-free service. It is made in a range of sizes to fit ducting of 4 in. to 22 in. diameter. **(PM/918.)**

SEND US DETAILS

Readers whose firms make products and equipment designed to help production or make factory life safer, healthier or brighter are invited to send in details of any new developments for publication in this section of the journal. Text should, if possible, be accompanied by a picture of the product.

Security

TIME CHECK

THIS night watchman's control clock is a handy size and finished in brown leather with chromium fittings. The watchman carries the clock on his rounds and records his progress by turning the appropriate station key in the lock. Locked inside the case is a tape which records the number of the station visited and the time the visit was made. The tape can be removed from the clock daily, weekly or less often as desired, while the clock will run for three days on one winding and can be re-wound by the watchman himself without having to open the case. **(PM/919.)**

Building

CLEAR SPAN CONSTRUCTION

NOW available is this new single storey clear span building suitable for factories. The buildings range from 8 to 16 feet in height and from 20 to 40 feet in clear span. Although, say the makers, their cost is about the same as some of the more temporary buildings erected since the war, architecturally they are of a higher standard. Details of this type of building include wall glazing to suit any requirements, roof lighting, folding doors and building in plans of "Ts" or "Ls" or side by side are available. The firm is now developing three-storey, clear span structures embodying similar features. **(PM/920.)**

The skilled man you need . . .

Out of a total DAILY HERALD readership of 6,786,000* there are nearly 4,000,000 skilled workers. In this vast pool of skilled labour, employers all over the country have found the replacements they were looking for. By advertising, as they did, in the classified columns of the 'Herald', you can have the same success.

Every classified advertisement appears in ALL copies, covering TOTAL circulation.

. . . reads the

DAILY HERALD

*Taken from the Survey carried out by the Institute of Practitioners in Advertising.

Rate 20/- per line. Communications should be addressed to: Classified Advertisement Manager, DAILY HERALD, Acre House, Long Acre, London, W.C.2. Tel.: Temple Bar 1200 (Ext. 454 & 466).

PLASTIC FLOORING

A NEW floor covering suitable for shops and offices, etc., has recently come on to the market; it is made of vinyl plastic on a soft felt base. The covering is waterproof, greaseproof and resistant to oil. It is also quite flexible and will not crack or chip, claim the makers. There are 12 colours in a wide range of embossed patterns, and rolls are supplied in 48 in. and 24 in. widths. For stairs and passages it is available in rolls 22½ in. wide. **(PM/921.)**

Hygiene

TELEPHONE DISINFECTOR

NOW on the market is a device which automatically disinfects the telephone. The telephone stands upon a black crystallate base containing the disinfectant, so that when the receiver is replaced each time, it causes a direct discharge into the mouthpiece. The disinfectant sacs last six months before replacement is necessary, with a choice of four perfumes. No outside servicing is needed for this device, nor does it infringe G.P.O. regulations. **(PM/922.)**

LATEX FOAM DRESSINGS

NOW available are self-adhesive first aid wound dressings, which are fitted with latex foam pads. These latex foam pads are claimed to stop bleeding quickly as they tend to regain their natural thickness after compression by the application of the dressings. For hygienic reasons these dressings are packed singly in moistproof transparent paper. **(PM/923.)**

Welfare

PLASTIC DECORATION

THESE plastic flowers have been developed to create pleasant working conditions in factory and office and for decorating canteen and entrance hall. The makers claim that not only are they

superbly "natural" but also of amazing strength. They are supplied in prearranged groups of welded construction and washing is said to be simple—as units—in detergent. Hanging baskets of geraniums are a suitable general item, but also available is a simple method of fitting flowers to fluorescent lights. The firm also make flowers internally lighted for festooning. **(PM/924.)**

NEW TRADE LISTS

Economy of Employee Feeding. By H. V. Black. Published by *Intel (Caterers) Ltd.*, 2, Parkshot, Richmond, Surrey.

Gives much useful information on how to promote and administer a staff catering service and shows how to determine charges and cater economically.

The Gauge And Tool Makers' Association. Members' Handbook. In addition to summarising the aims and activities of the Association, the handbook includes a complete list of the present 308 member firms and a buyers' guide index to their products. Available free of charge to actual and potential buyers from The Gauge And Tool Makers' Association at Standbrook House, 2-5, Old Bond Street, London, W.1.

Opaliter, Fluorescent and Tungsten Fittings. (*Courtney, Pope (Electrical), Ltd., Tottenham, London, N.*15). Catalogue illustrating a wide selection from the range of the firm's lighting designs and fittings.

Civil Defence Certificates

MEMBERSHIP cards are being issued to recruits to *Vauxhall's* Civil Defence Services. The cards record details of membership and of courses taken. The successful completion of these courses is marked by the issue of a specially devised company certificate.

"Here's a service that saves me time and trouble on overalls"

"Yes, believe me, the Monogram Overall Service saves both money and worry. Takes a lot off my shoulders. No overalls to buy, Monogram supply them. Individual overalls, too. Monograms on the pockets if required and wearer's tag inside the collar. Laundering and replacements all looked after. Monogram call every week to deliver and collect. No fuss anywhere, in fact. Favourable comments from Board, visitors and wearers alike. You know what clean, good-looking overalls do for prestige and morale. Good people, Monogram: supply overalls to any style, design or colour—fully-shrunk and fast-dyed. All this for a very reasonable weekly service charge; in my case only 2/2 per employee for coat-overalls. Be a good idea for you to look into the Monogram service. . . ."

MONOGRAM OVERALL SERVICES

Write for further details to: Monogram Overall Services, Dept., 13 Nant Road, Childs Hill, London, N.W.2. Phone: Speedwell 6661

A Personnel Manager Writes:—

No Training Can Replace Shop Floor Experience

(*Continued from page 520*)

"the quality and quantity of output were directly related to the methods of their supervision". That could be posted on all works notice boards. It is also the answer to any problem caused by automation.

If it is the problem of the personnel manager to meet the challenge of the experts he can do no better than try to educate the supervisory staff as to *their* worth and importance. It is a shop floor problem and should be dealt with there. No amount of course training or talks by experts will help a foreman to know his workers better. That is his own job to know them all and their peculiar ways. It could be suggested that where rates are the same and the job is not very skilled the operator can interchange jobs. This gives the operator a change and kills monotony. A good foreman would have no trouble with this providing the operator goes back to the job he regards as his own. In one shop I know, the operators (with the exception of crane drivers) can and will do any production job they are asked to do.

The personnel manager will need to educate the shop stewards as to the importance of changes in job procedure as laid down by the experts, and the shop steward is one of the personnel manager's best propagandists. Explain to him with the foreman why the gradual breaking up of jobs, etc., is necessary to the well-being of the firm and everyone employed there. If he can convince them they will convince workers on the shop floor.

Like all other problems to be faced up to by the personnel manager, this particular one can be met only by the good relationship with foreman and union. The good foreman will co-operate. That combination is perhaps unusual but nevertheless ideal.

R. B. Boynton,
Personnel Manager,
Reynolds Light Alloys Ltd.

Management Bookshelf

The Embryo Executive

The Recruitment and Training of Men Intended for Management Positions. *British Institute of Management*: 70 pp. 5s. post free.

THE British Institute of Management is in process of compiling detailed and comprehensive information regarding the form and content of internal training schemes. In the meantime, it has published in *The Recruitment and Training of Men Intended for Management Positions*, a report of a study group composed mainly of senior managers from nine leading concerns in a variety of industries on the recruitment and handling of management trainees. The group also included the secretary of a University Appointments Board and the Director of the Public Schools Appointments Bureau.

The Report contains chapters on sources of recruitment, wastage among trainees, the budget of trainee requirements, methods of selection, induction and follow-up. Training arrangements are dealt with in some detail and financial arrangements including levels of remuneration are reported. A chapter is devoted to problem cases encountered after even the most careful selection and the booklet ends with a number of specific recommendations advanced by the Group.

Among the appendices is an estimate of the movement of university graduates into the working population and a detailed description of the selection procedures, including group techniques, of three companies. Another appendix summarises the advantages and disadvantages of the use of the personal assistant role in training.

Welfare Compendium

A Handbook of Industrial Welfare. By R. R. Hopkins, *Pitman*, 17s. 6d.

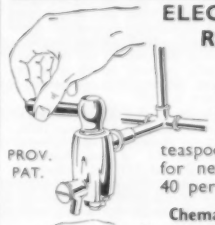
A PRACTICAL handbook for the industrial manager which summarises the factors that arise in applying a welfare programme in a business concern. It has been written principally for the works manager of an undertaking employing people numbered in hundreds rather than thousands, but it will also be most useful to executives in larger companies and also to specialists who may already know most of the "ropes."

Factory Gardens

THE Industrial Welfare Society has just published a new booklet, *Factory Gardens* by Lord Verulam, M.A., and Mr. G. P. Youngman, M.A.

The double page plan in the centre of the book shows Mr. Youngman's layout of part of the *Enfield Cables Ltd.* site at Brimsdown, Middlesex. Another plan shows tree planting at the *Fluidrive Engineering Co. Ltd.* site at Bracknell, Berks. There are useful appendices showing varieties of shrubs and trees suitable for planting where top soil is scarce, and where the atmosphere is smoky.

The second annual general meeting of the Society of Industrial Civil Defence Officers was held on March 23 at the Birmingham and Midland Institute.



ELEGANT— ROBUST— EFFICIENT

The CHEMAG Self - measuring tap delivers half teaspoonful and refills for next user. Saves 40 per cent. soap.

Chemag LIQUID SOAP DISPENSER Units

Complete with steel vitreous enamel reservoir and pipes

CHEMAG Hygiene Division
CONSUL WORKS, Chester St. BIRMINGHAM, 6
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NAPT

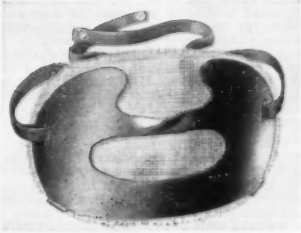
This association, which is outside the scope of the National Health Service, has accomplished much in 50 years. It devotes income from legacies and covenanted subscriptions to

RESEARCH EDUCATION PROPAGANDA
in the field of tuberculosis

Write for literature to the Secretary General,
NATIONAL ASSOCIATION FOR THE PREVENTION OF TUBERCULOSIS
Tavistock House North, London, W.C.1

"SA-FIR" protective MASK
Patent No 680339

- HIGH QUALITY
- HYGIENIC
- LOW COST
- LOW WEIGHT



An efficient— Light—DUST MASK at low cost, which your workers will wear with comfort.

CHAPMAN & SMITH LTD.
HOLDERS HILL CIRCUS, LONDON, N.W.7

Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 137. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1955. Claim: Dated January 26, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.*, 6d. (Sets out the statutory minimum remuneration payable and the holidays to be allowed in lieu of customary holidays in the circumstances specified, in substitution for the minimum remuneration set out and the holidays provided for in the First Schedule to Order R.N.T. 3 and 4, as amended by Order R.N.T. 14, and Order R.N.T. 16. The Second Schedule repeats without alteration the amendments to the Second Schedule to Order R.N.T. 3 and 4, contained in Orders R.N.T. 14 and 16, which are revoked.) Operative from February 14, 1955.

No. 143. The National Insurance (Unemployment and Sickness Benefit) Amendment Regulations, 1955. Dated January 25, 1955, made by the National Insurance Joint Authority under Section 11 of the National Insurance Act, 1946 (*b*). *H.M.S.O.*, 2d. (Amend those provisions of the National Insurance (Unemployment and Sickness Benefit) Regulations, 1948, relating to days of unemployment. Define circumstances in which a day cannot be treated as a day of unemployment in the case of persons who place unreasonable restriction on the work which they are prepared to accept. They also amend the conditions under which persons following subsidiary occupations may receive unemployment benefit, and in particular increase to six shillings and eightpence the daily amount which may be earned by such persons without loss of benefit.) Operative from February 3, 1955.

No. 144. The National Insurance (Unemployment Benefit) (Transitional) Amendment Regulations, 1955. Made by the Minister of Pensions and National Insurance, under Section 65 of the National Insurance Act, 1946 (*a*). *H.M.S.O.*, 2d. (Revoke those provisions of the National Insurance (Unemployment Benefit) (Transitional) Regulations, 1948, which are set out in the Schedule.) Operative from February 3, 1955.

No. 189. The Button Manufacturing Wages Council (Great Britain) Wages Regulation Order, 1955. Dated February 1, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.*, 4d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders V. 47 and V. 51, which are revoked.) Operative from February 16, 1955.

No. 208. The Retail Bookselling and Stationery Trades Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated February 4, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.*, 3d. (Amends Order R.B.C. 14 by increasing the statutory minimum remuneration fixed by that Order.) Operative from February 21, 1955.

No. 231. The Laundry Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1955. Dated February 9, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.*, 4d. (Sets out the holidays which an employer is required to allow workers and the remuneration payable for those holidays, in substitution for the holidays and holiday remuneration fixed by Order W. 63, as amended by Order W. 69. Order 63 is revoked.) Operative from February 28, 1955.

No. 232. The Laundry Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated February 9, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.*, 3d. (Amends Orders W. 69 and W. 71 by increasing the statutory minimum remuneration fixed by those Orders. Order W. 71 is revoked.) Operative from February 28, 1955.

INDUSTRIAL COURT AWARDS

No. 2555. Airways Corporation Staff Employed on Protection Duties. Reference: To determine a difference between the employers' and employees' sides of the General Service Workers' National Sectional Panel of the National Joint Council for Civil Air Transport, following the rejection of an application by the employees for the cancellation of Clause 10 (*b*) of the Agreement dated June 3, 1951, and the introduction of shift premium payments on the basis of time-and-one-fifteenth morning shift, time-and-one-tenth afternoon shift and time-and-one-fifth night shift for firemen and security wardens employed under the terms of that Agreement. **Award:** The Tribunal find against the claim and award in favour of the employers' offer to consolidate the shift and Sunday working payment of 7s. 6d. per week into the basic wage rates of the workers concerned. (25/1/55.)

No. 2556. Salary Scales of Chemical and Laboratory Assistants Employed by Petrochemicals, Ltd. Reference: To determine a difference between the parties as to the additions to existing rates of pay for chemical and laboratory assistants. **Award:** The basic salary scales of chemical assistants concerned shall be: at 16, £176; 17, £216; 18, £258; 19, £292; 20, £314; 21, £341; 22, £366; 23, £393; 24, £418; 25, £433; 26, £459; 27, £481; 28 and over, £504. The Court defer the consideration of laboratory assistants' rates pending negotiation between the parties. (29/1/55.)

No. 2557. Mess Grades Employed in the Admiralty, War Office and Ministry of Supply—Requirement to Work Varied and Staggered Hours. Reference: That when employed on shift work, mess grades be paid the shift allowance agreed on the Miscellaneous Trades Joint Council. **Award:** Claim not established. (2/2/55.)

No. 2558. Interpretation of Industrial Court Award No. 2476 Relating to the Fishing Industry. Reference: Court's decision in regard to the amendment of certain clauses and the introduction of a new clause in the Trawler and Fishing Craft Agreement, dated May 28, 1947. **Award:** The Court rule that the word "home" in para. 6 (*c*) of Award No. 2437 and in para. 5 of Award No. 2476 is not to be read as synonymous with "the port, depot or base to which the radio officer is attached," except in the case of radio officers who normally stay between trips at sea in the port, depot or base to which they are attached. If, therefore, a radio officer, who normally stays between trips at sea at "A," is required, while off articles and not fed and accommodated on board, to stand by or perform duty at port "B," "B" being the port, depot or base to which he is attached, he is, and was under the aforesaid Awards, entitled to be paid the subsistence allowance of 10s. a day. (15/2/55.)

No. 2559. Claim for Reinstatement of Discharged Admiralty Employee. Reference: That the conduct and record of the employee concerned did not justify his dismissal by the Admiralty from his employment at the R.N. Aircraft Yard, Belfast, at one week's notice and that he should now be reinstated in Admiralty employment. **Award:** Claim not established. (18/2/55.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 669. Remuneration of Workers in the Hosiery Industry at Hawick. Claim: For increased minimum basic rates. **Award:** (1) that the minimum basic rate of pay for timeworkers shall be increased to 52s. 6d. per week for men and to 35s. 7½d. per week for women; and (2) that the minimum basic rates for frameworkers and knitters on "P.A." schemes shall be increased to 50s. per week, the basis of minutes saved to be 2 1/5d. per 10 minutes. The Tribunal refer back to the parties for settlement by negotiation the question of the basic rates for apprentices and apprentice improvers. (25/1/55.)

No. 670. Remuneration of the Engineer and Surveyor of the Bedlingtonshire Urban District Council. Claim: That the Council in implementing the Recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities should have fixed the salary of the Engineer and Surveyor on a scale of £1,000-£1,150 per annum or other appropriate scale within the salary range for a population of 20-30,000. **Award:** Claim established. (27/1/55.)

No. 671. Remuneration of the Chief Financial Officer and Rating Officer of the Bedlingtonshire Urban District Council. Claim: That the Council in implementing the Recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities should have fixed the salary of the Chief Financial Officer and Rating Officer on a scale of £1,000-£1,150 per annum or other appropriate scale within the salary range for a population of 20,000-30,000. **Award:** Claim established. (27/1/55.)

No. 672. Claim for Payment of Wages in Respect of a Particular Period to Refuse Collectors Employed by the Hayes and Harlington Urban District Council. Claim: For the payment of wages by the Council to their refuse collectors in respect of a given period. **Award:** Claim not established. (1/2/55.)

No. 673. Observance by a Firm at Hull of Recognised Terms and Conditions of Employment for the Wood Box, Packing Case and Wooden Container Industry. Claim: For the observance by the employers of the recognised terms and conditions of employment in the industry concerned. **Award:** The Tribunal find that under Rule 12 of the agreement for the industry dated November 1, 1951, the workers concerned should have been paid one week's wages in lieu of notice on the termination of their employment with the company, and they rule accordingly. (1/2/55.)

No. 674. Grading of an Officer Employed by the Manchester Regional Hospital Board. Claim: In regard to the grading which should apply to a particular post. **Award:** Claim not established. (2/2/55.)

No. 675. Remuneration and Annual Holidays of Certain Staff of the American Express Company Incorporated in London (Award No. 632). Claim: For specified salary scales and paid annual holidays for staff employed in the banking department and in banking positions in the accounting department of the company. **Award:** The Tribunal, on the footing that the scale of annual holidays as set out by the company for operation as from 1955 is put into effect, make no award in regard to that part of the claim referred to them which relates to holidays. (3/2/55.)

No. 676. Remuneration of the Engineer, Surveyor and Water Engineer of the Brixham Urban District Council. Claim: For the adoption by the Council of a specified salary scale. **Award:** That the salary scale applicable shall be £700-£840 per annum. (4/2/55.)

No. 677. Remuneration of the Treasurer and Rating Officer of the Brixham Urban District Council. Claim: For the adoption by the Council of a specified salary scale. **Award:** That the salary scale applicable shall be £700-£840 per annum. (4/2/55.)

No. 678. Remuneration of Three Chief Officers of the Southport Corporation. Claim: That the salary scale in respect of three chief officers of the Council should be £1,750-£2,000 per annum or a more appropriate scale than that fixed by the Borough Council on November 3, 1953. **Award:** That the salary scales of the three chief officers concerned shall be £1,600-£1,850 per annum. (9/2/55.)

No. 679. Rates of Wages of Vehicle Building Workers Employed by Co-operative Societies in the Metropolitan Area. Claim: For the application to vehicle builders of an Award of the Tribunal involving an increase of 2½d. per hour for adult males with proportionate increases for juveniles, and for a further increase of 3s. per week to bring their rates of pay in parity with those of engineers employed by the Societies. **Award:** (1) that the rates of wages of the workers concerned shall be increased by 2½d. per hour for adults and by proportionate amounts for juveniles; and (2) that the claim for a further increase of 3s. per week has not been established. (11/2/55.)

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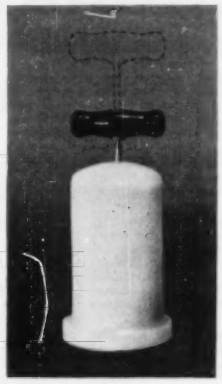

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and Similar Grades of Staff of Hospitals and Allied Institutions within the National Health Service. Claim: Arises out of management proposal for the amendment of the Council's scheme of subsistence allowances. **Award**: That day subsistence allowances shall not be payable in respect of visits to hospitals or establishments where meals are available at the fixed Ancillary Staffs' Council prices, or where means for preparing and taking meals are similar to those at the worker's normal place of work. When a worker visits a hospital or establishment where such similar facilities are not available, or when he has to take his meals during a journey, and expense is incurred, the appropriate rate of subsistence shall be payable. (11/2/55.)

No. 681. Grading of a Storekeeper Employed by the Sunderland Area Hospital Management Committee. Claim: That a named worker should retain on a personal basis his grading as a Class I storekeeper. **Award**: Claim not established. (15/2/55.)

No. 682. Wages and Overtime Rates of Clerks and Checkers Employed at the London Docks Office of the Meat Importers National (Defence) Association, Ltd. Claim: For an increase in wages and overtime rates. **Award**: (1) claim for an increase in wages not established; (2) that overtime on weekdays shall be paid for at the rate of 4s. 6d. per hour for all hours worked outside normal working hours, on Sundays and public holidays at the rate of 5s. 6d. per hour for all hours worked up to 5 p.m. and 6s. 6d. per hour for all hours worked after that time. (18/2/55.)

No. 683. Remuneration of Certain Chief Officers of the East Ham County Borough Council. Claim: That the Council shall adopt a salary scale of £2,000-£2,250 per annum in respect of the posts of Borough Treasurer, Borough Engineer and Surveyor and Chief Education Officer. **Award**: That the salary scales applicable shall be £1,800-£2,050 per annum. (19/2/55.)

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Civil Service Arbitration Tribunal Award No. 273. Claim: For an increase with retrospective effect in the salary scale of senior chief clerks in the outdoor service of H.M. Customs and Excise. **Award**: That the salary scale (London, male) of senior chief clerks concerned shall be £1,030-£1,230; this scale to have effect from February 1, 1955. (11/2/55.)

Civil Service Arbitration Tribunal Award No. 274. Claim: For ruling whether compensation should be paid (and if so what form it should take) to foresters and foremen employed by the Forestry Commission, for hours worked in excess of conditioned hours, and/or stand-by duties. **Award**: The Tribunal rule that the scales of pay agreed in October, 1951, covered the liability to work outside normal hours and to stand-by and that such agreement was not affected by Award No. 223. The question whether there should be inclusive scales, or whether there should be scales which relate only to a conditioned week combined with a provision for duty and/or availability allowances, is remitted for negotiation between the parties. (12/2/55.)

Civil Service Arbitration Tribunal Award No. 275. Claim: For a retrospective increase in the salary scales of deputy inspector and assistant inspectors of wireless telegraphy in the Post Office. **Award**: That the salary scales shall be £1,250-£1,400 (deputy inspector), and £950-£1,230 (assistant inspectors). These scales to be operative as from April 1, 1951. (18/2/55.)

Civil Service Arbitration Tribunal Award No. 276. Claim: For a retrospective increase in the salary scales of technical assistants, senior technical assistants and principal technical assistants (Material), in the Naval Stores Department of the Admiralty. **Award**: (*a*) that as from January 1, 1951, the following salary scales shall be observed: technical assistants (M), £860-£1,100; senior technical assistants (M), £860-£1,100; principal technical assistants (M), £1,250-£1,400; (ii) the following salary scales shall apply as from January 1, 1953; technical assistants (M), £950-£1,220; senior technical assistants (M), £950-£1,220; principal technical assistants (M), £1,450-£1,600; (*b*) that chief engineers in the Royal Fleet Auxiliary Service, on appointment as technical assistants (M), shall enter the scale at four increments above the minimum, or (if more favourable), shall retain their existing salary, excluding the £73 allowance granted in lieu of food when ashore, subject to the maximum of the technical assistants (M) scale. (26/2/55.)

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19 **London** (Thurloe Place, S.W.7). One-day Conference for Works Managers.

22-25 **Bournemouth.** Week-end Conference for Employee Magazine Editors.

26-28 **London** (Robert Hyde House). A Course on Industrial and Factory Law

INSTITUTE OF INDUSTRIAL SUPERVISORS

1-3 **Allan Water Hotel, Stirlingshire.** Week-end course on "Industrial Relations, Industrial Law—What The Supervisor Should Know."

22-24 **Peebles.** Week-end course on "The Foreman and Cost Reduction."

INSTITUTE OF INDUSTRIAL TECHNICIANS

20 **Manchester.** Annual general meeting and dinner.

INSTITUTE OF PERSONNEL MANAGEMENT

29-May 1. **Eastbourne.** Annual Conference of the Staff Management Association of the Institute.

INSTITUTION OF PRODUCTION ENGINEERS

13-14 **Camborne, Cornwall.** Conference on "Compressed Air as an Aid to Improved Productivity."

Section Meetings

19 **Oxford** (Town Hall). "A Different Way of Looking at Management." By W. B. D. Brown.

20 **South Essex** (Technical College, Chelmsford). "Higher Management's Approach to Work Study." By J. E. Currie.

21 **London** (Royal Empire Society). "Electronics in Modern Industry." By R. H. Booth.

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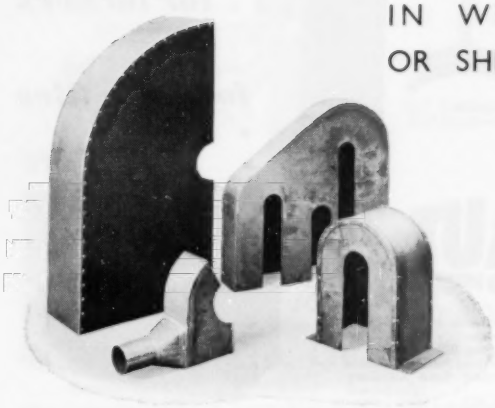

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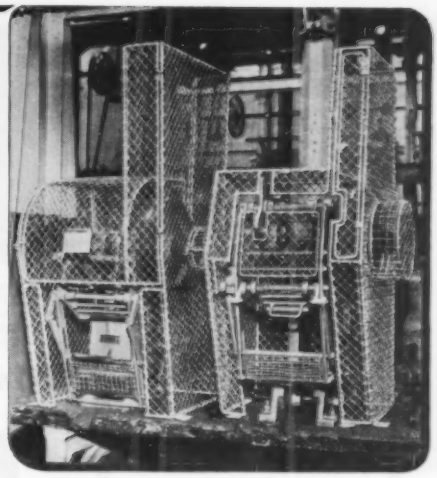

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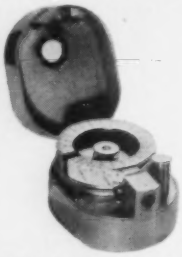

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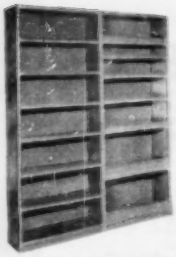

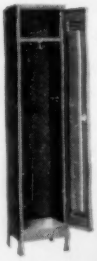

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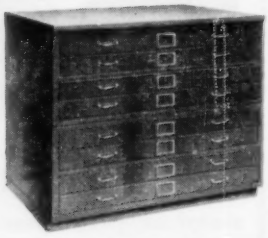

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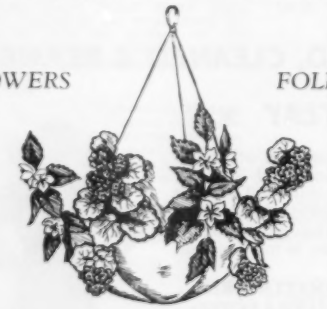

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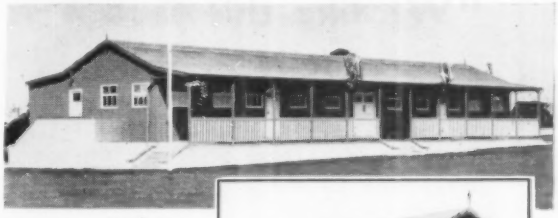

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